

***“Preserving Harford’s past;  
Promoting Harford’s future”***

# **Harford County, Maryland**

## **APPROVED Annual Operating Budget**

**Fiscal Year 2012 - 2013**

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**David R. Craig  
County Executive**

**HARFORD COUNTY, MARYLAND**  
**APPROVED ANNUAL OPERATING BUDGET**  
**FISCAL YEAR 2012-2013**

**DAVID R. CRAIG, COUNTY EXECUTIVE**

**Mary F. Chance**  
Director of Administration

**Kim Spence**  
Chief, Budget & Management Research

**Renee Kelley**  
Senior Budget Analyst

**Wanda Butrim**  
Senior Budget Analyst

**William T. Watson, III**  
Senior Budget Analyst

**Christen Callon**  
Management Assistant

**Brenda Peisinger**  
Grants Administrator

**Kathryn L. Hewitt**  
Treasurer

**HARFORD COUNTY COUNCIL**

**Billy Boniface**  
Council President

**Dion F. Guthrie - District A**  
**Joseph M. Woods - District B**  
**James "Capt'n Jim" McMahan - District C**

**Chad Shrodes - District D**  
**Richard C. Slutzky - District E**  
**Mary Ann Lisanti - District F**

**Harford County Government**  
**Department of Administration**  
**Budget & Management Research**  
**220 South Main Street**  
**Bel Air, MD 21014**  
**(410) 638-3129**  
**July, 2012**

# **ELECTED OFFICIALS HARFORD COUNTY GOVERNMENT**



David R. Craig  
County Executive



William K. "Billy" Boniface  
Council President



Dion F. Guthrie  
District A



Joseph M. Woods  
District B



James "Capt'n Jim" McMahan  
District C



Chad R. Shrodes  
District D



Richard C. Slutzky  
District E



Mary Ann Lisanti  
District F

## THE SEAL OF HARFORD COUNTY



The shield is gold to symbolize the wealth of the County and the richness of its fields. Across the shield are waving bands of blue signifying three major County streams - Deer Creek, Bynum Run and Winters Run.

The crest is a two-handed forearm with the right hand holding a white quill symbolizing the pen used by those who wrote and signed the Bush Resolution. The left hand holds a sword as if presenting materials, emanating from Aberdeen Proving Ground.

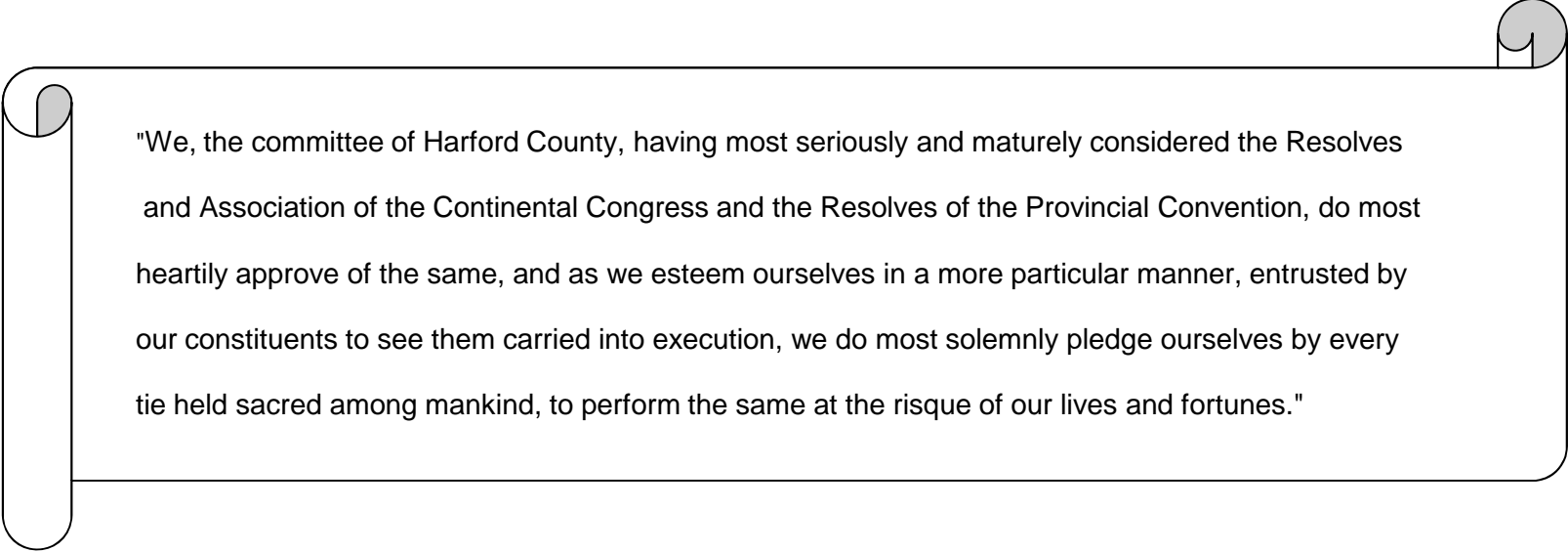
The motto "At the Risque of Our Lives and Fortunes" comprises the last eight words of the Bush Resolution and preserves the same spelling for "risk" as used in that document.

## THE BUSH RESOLUTION

Thirty-four Harford County citizens gathered on March 22, 1775, at Bush on the main thoroughfare between Annapolis and Philadelphia near what is now Maryland Route 7 and 136.

They signed a commitment to resist British infringement on American rights 16 months before the Declaration of Independence was signed in Philadelphia.

Recorded in the 1774-1777 Harford County Committee of Observation's Record Book, the Bush Resolution is believed to be the first resolution of this spirit adopted by duly elected representatives.



"We, the committee of Harford County, having most seriously and maturely considered the Resolves and Association of the Continental Congress and the Resolves of the Provincial Convention, do most heartily approve of the same, and as we esteem ourselves in a more particular manner, entrusted by our constituents to see them carried into execution, we do most solemnly pledge ourselves by every tie held sacred among mankind, to perform the same at the risque of our lives and fortunes."



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Harford County  
Maryland**

For the Fiscal Year Beginning

**July 1, 2011**

*Linda C. Davidson Jeffrey R. Emer*

President

Executive Director

**STATEMENT OF COMPLIANCE  
WITH  
PROGRAM CRITERIA  
OF  
GOVERNMENT FINANCE OFFICERS ASSOCIATION**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Harford County, Maryland for its annual budget for the fiscal year beginning July 1, 2011.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

COUNTY COUNCIL  
OF  
HARFORD COUNTY, MARYLAND

Resolution No. 14-12

Legislative Session Day 12-17 (May 29, 2012)  
Introduced by Council President Boniface  
at the request of the County Executive

**A RESOLUTION** to levy and impose a property tax upon all persons for real and personal property in Harford County, Maryland, both within and without the City of Havre de Grace and the City of Aberdeen and the incorporated Town of Bel Air in the County, that is subject to ordinary taxation in accordance with Article 15 of the Declaration of Rights of the Maryland Constitution; the Tax Property Article, Senate Bill 626, Chapter 8 of the 2000 General Assembly and Article 25A, Section 5(0) of the Annotated Code of Maryland; and Chapter 123, Article I, Sections 123-15, 123-16, and 123-27 of the Harford County Code, as amended; for the purpose of meeting all of the estimated County expenses for the taxable year beginning on the 1<sup>st</sup> day of July, 2012, and ending on the 30<sup>th</sup> day of June, 2013, and to fix the rate of County taxation for such taxable property and year; and further to provide for the payment of a service charge by a property owner under a semi-annual payment schedule in accordance with the Tax Property Article, Section 10-204.3.

**Section 1. BE IT RESOLVED** by the County Council of Harford County, Maryland, that a County property tax for the taxable year beginning on the 1<sup>st</sup> day of July, 2012, and ending on the 30<sup>th</sup> day of June, 2013, is hereby levied and imposed on all persons for real property and railroad operating real property in Harford County, Maryland, both within and without the City of Havre de Grace and the City of Aberdeen and the incorporated Town of Bel Air in the County, that is subject to ordinary taxation in accordance with Article 15 of the Declaration of Rights of the Maryland Constitution; the Tax Property Article, Senate Bill 626, Chapter 8 of the 2000 General Assembly and Article 25A, Section 5(0) of the Annotated Code of Maryland; and Chapter 123, Article I, Sections 123-15, 123-16, and 123-27 of the Harford County Code, as amended; for the purpose of meeting all the estimated County expenses except those expenses excepted by Chapter 123, Article I, Section 123-16A(1) and (2) of the Harford County Code, as amended; and further to provide for the payment of a service charge by a property owner under a semi-annual payment schedule in accordance with the Tax Property Article, Section 10-204.3. The taxes so imposed and levied shall be in the amount of Eighty Nine and Six Tenths Cents (\$0.896) for each One Hundred Dollars (\$100.00) of assessed value of all taxable property.

**Section 2. AND BE IT FURTHER RESOLVED** by the County Council of Harford County, Maryland, that a County property tax for the taxable year beginning on the 1<sup>st</sup> day of July, 2012, and ending on the 30<sup>th</sup> day of June, 2013, is hereby levied and imposed on all persons for real property and railroad operating real property in Harford County, Maryland, that is located outside the City of Havre de Grace and the City of Aberdeen and the incorporated Town of Bel Air in the County, that is subject to ordinary taxation in accordance with Article 15 of the Declaration of Rights of the Maryland Constitution; the Tax Property Article, Senate Bill 626, Chapter 8 of the 2000 General Assembly and Article 25A, Section 5(0) of the Annotated Code of Maryland; and Chapter 123, Article I, Sections 123-15, 123-16 and 123-27 of the Harford County Code, as amended; for the


purpose of meeting all the estimated County expenses except those expenses excepted by Chapter 123, Article I, Section 123-16A(1) and (2) of the Harford County Code, as amended; and further to provide for the payment of a service charge by a property owner under a semi-annual payment schedule in accordance with the Tax Property Article, Section 10-204.3. The taxes so imposed and levied shall be in the amount of Fourteen and Six Tenths Cents (\$0.146) on each One Hundred Dollars (\$100.00) of the assessed value of all taxable property.

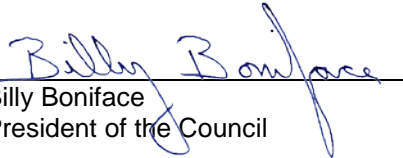
**Section 3. AND BE IT FURTHER RESOLVED** by the County Council of Harford County, Maryland, that a County property tax for the taxable year beginning on the 1<sup>st</sup> day of July, 2012, and ending on the 30<sup>th</sup> day of June, 2013, is hereby levied and imposed on all persons for business personal property, railroad operating personal property, and public utility operating real and personal property in Harford County, Maryland, both within and without the City of Havre de Grace and the City of Aberdeen and the incorporated Town of Bel Air in the County, that is subject to ordinary taxation in accordance with Article 15 of the Declaration of Rights of the Maryland Constitution; the Tax Property Article, Senate Bill 626, Chapter 8 of the 2000 General Assembly and Article 25A, Section 5(0) of the Annotated Code of Maryland; and Chapter 123, Article I, Sections 123-15, 123-16 and 123-27 of the Harford County Code, as amended; for the purpose of meeting all the estimated County expenses except those expenses excepted by Chapter 123, Article I, Section 123-16A(1) and (2) of the Harford County Code, as amended. The taxes so imposed and levied shall be in the amount of Two Dollars and Twenty-Four Cents (\$2.240) for each One Hundred Dollars (\$100.00) of assessed value of all taxable property.

**Section 4. AND BE IT FURTHER RESOLVED** by the County Council of Harford County, Maryland, that a County property tax for the taxable year beginning on the 1<sup>st</sup> day of July, 2012, and ending on the 30<sup>th</sup> day of June, 2013, is hereby levied and imposed on all persons for business personal property, railroad operating personal property, and public utility operating real and personal property in Harford County, Maryland, located outside the City of Havre de Grace and the City of Aberdeen and the incorporated Town of Bel Air in the County, that is subject to ordinary taxation in accordance with Article 15 of the Declaration of Rights of the Maryland Constitution; the Tax Property Article, Senate Bill 626, Chapter 8 of the 2000 General Assembly and Article 25A, Section 5(0) of the Annotated Code of Maryland; and Chapter 123, Article I, Sections 123-15, 123-16 and 123-27 of the Harford County Code, as amended; for the purpose of meeting all the estimated County expenses except those expenses excepted by Chapter 123, Article I, Section 123-16A(1) and (2) of the Harford County Code, as amended. The taxes so imposed and levied shall be in the amount of Thirty-Six and Five Tenths Cents (\$0.365) for each One Hundred Dollars (\$100.00) of assessed value of all taxable property.

**Section 5. AND BE IT FURTHER RESOLVED** that this Resolution shall take effect on the 1<sup>st</sup> day of July, 2012.

Attest:

  
Pamela Meister  
Council Administrator

  
Billy Boniface  
President of the Council

ADOPTED: This 29<sup>th</sup> day of May 2012.

**HARFORD COUNTY, MARYLAND  
ANNUAL OPERATING BUDGET  
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## **BUDGET MESSAGE**

**July 1, 2012**

### **A Message from County Executive David R. Craig**

I am pleased to submit to you the Approved Harford County Government Budget for Fiscal Year 2013, a budget that reflects a balanced approach to governing, the realities of a fragile economy, and the priorities of our community. This budget was crafted by adhering to sound fiscal management policies that keep the County operating within its means without an increase in taxes.

There were a number of factors that played a major influence on this year's budget decisions. Chief among them are the continued effects of a lagging national economy, cuts in State funding to the County, and increased mandates from the State and Federal governments to Local jurisdictions. After several years of discussion regarding the shift of the cost of teacher pensions from the State to the local subdivisions, in Fiscal Year 2013 this became a reality. In Fiscal Year 2013, Harford County is responsible for 50% of this liability. Despite these complicating factors, I am pleased to present to you a budget that is balanced, maintains current levels of service, and keeps the County tax rate at the current \$1.042, which continues to be below the Constant Yield Rate.

### **CONSERVATIVE FISCAL YEAR MANAGEMENT**

Development of each year's Operating and Capital Budgets and Capital Improvement Program is contingent upon appropriations being affordable and meeting the test of a real versus a perceived need. Funding is approved only after we have reviewed existing services via performance measures to assure best practices; Federal, State and Local legislation has been monitored for its Fiscal Year impact; we have explored cooperative agreements and alternative means of doing business; we have evaluated service charges and considered adjustments to fair levels; and all revenue streams and untapped funding sources have been analyzed. We will only assume an ongoing expense or incur debt when we are confident that sustainable resources will be available to maintain the service and/or retire that debt. While the County Charter requires an annual Six Year Capital Improvement Program, my administration has developed and maintains a Ten Year Plan.

Harford County has a history of fiscal conservatism and sound financial management, but just as many residents are facing diminishing incomes, County government is challenged by slow or no growth in various revenue streams, and the loss of specific funding from the State of Maryland. Estimating Income Tax receipts is of particular concern. This year, as in the past, we have been fortunate to have had the guidance of our Spending Affordability Committee to help project future Income Tax, as well as Property Tax receipts. Maryland collects State income tax and distributes proportionate receipts to local governments over an eighteen month period. These distributions come with little data defining their composition.

## **BUDGET MESSAGE**

Local governments cannot determine if an upturn is due to higher incomes, capital gains, etc. nor can they tell if a downturn is strictly the result of unemployment or such actions as postponing distributions. With the delayed receipt and lack of data our Spending Affordability Committee along with County staff are somewhat hindered in making estimates.

We continue to invite representatives from a wide variety of local businesses to a Business Roundtable discussion. Companies participating include contracting, banking, farming, retail, automobile sales and real estate; as well as individuals from the medical field and the Chamber of Commerce. Each group is affected by fluctuations in our citizens income, and see an immediate impact on their revenues. These meetings provide a current picture of what the County can expect in future income tax receipts.

### **STRATEGIC PLANNING**

Harford County has practiced Performance Based Budgeting since Fiscal Year 1997. In addition, my administration has adopted a number of policies and procedures to assure that our budgets are coordinated with the County's Master Plan. We have instituted a Capital Review Committee, which has developed an inventory of all County owned and leased facilities, compiled a systems analysis of each building, and produced a priority list for preventive maintenance. The committee also reviews each proposed capital project in coordination with our Master Plan, and makes funding, timing and coordination recommendations for the entire capital program, noting impacts on our operating budget.

My Cabinet and I participate in Strategic Planning meetings to review, revise, and/or restate our Vision, Mission, Goals and Objectives. These sessions are beneficial, allowing us to keep focus on our priorities and coordinate future plans.

### **BASE REALIGNMENT AND CLOSURE**

Shortly after I took office, Harford County was informed of the extent to which the Department of Defense's Base Realignment and Closure (BRAC) actions would impact us. Since that announcement, Harford County Government aggressively worked to make our communities ready for what was to be the largest economic impact to our County since 1917, the year that Aberdeen Proving Ground (APG) was established.

BRAC was successfully completed in September 2011 and provided the largest economic impact to this area since World War II. It brought \$1.3 billion dollars in construction and 3 million square feet of laboratory, office and testing space to APG. It synergized research, development, testing and evaluation (RDT&E) by bringing new technology sectors and headquartered commands to APG, such as Communications-Electronics Command (CECOM). APG is now recognized as an Army mega-base for RDT&E., ranks as the third largest workforce center in the State of Maryland and has grown to a \$20 billion economic engine.

## **BUDGET MESSAGE**

### **ECONOMIC TRENDS & REVENUE ESTIMATES**

Harford County is financially sound. We constantly monitor the national economy, stock market activities, unemployment statistics, financing rates, spending patterns, population, migration, licensing and permits, and numerous other outside factors that impact our economy.

We have major concerns for Fiscal Year 2013, which include the global economy and its impact on our County, the housing markets, and an unclear picture of both the Federal and the State of Maryland's finances and their impact on local subdivisions.

### **THE STATE OF MARYLAND**

In order to meet our County's Charter deadline and submit a Proposed Budget to the County Council by April 1 of each year, we start our process well before the Maryland General Assembly starts their annual session, which begins mid-January and runs until mid-April. Therefore, the Fiscal Year 2013 Budgets were developed with a number of uncertainties concerning the exact actions that the State of Maryland will pass along to the 23 counties and Baltimore City. The past several years have included many discussions of increasing revenue cuts to local government aid.

In 2007, the Special Session of the Maryland General Assembly made a change to the Annotated Code of Maryland concerning the imposition of recordation and transfer taxes on the transfer of real property through the sale of a "controlling interest" in specified corporations beginning in Fiscal Year 2009, but with the current economic conditions we have seen no impact of this change to the revenue picture as projected by the Department of Legislative Services.

The State also altered the distribution formula for Highways Users Fees, reducing the locals' share of motor fuel taxes, security interest filing fees and tag fees since July 1, 2008. The State of Maryland reduced the distributions to the jurisdictions in Fiscal Year 2010; the County received \$1.1 million of an anticipated \$6.4 million. In Fiscal Year 2011, we did not anticipate receiving any Highways Users revenue from the State of Maryland but actually received \$959,151. For Fiscal Year 2013, we anticipate receiving \$1,254,847 which represents 2% of the total Highways Fund revenues.

A Special Session of the Maryland General Assembly in May, 2012 resulted in the shift of 50% of the pension costs to the Local Subdivisions for Fiscal Year 2013. The transfer of these pension costs will be phased in over a four year period, with Harford County assuming 100% of the liability in Fiscal Year 2016. In Fiscal Year 2013, Harford County's share is \$5,529,741 for the teacher pension liability.

## BUDGET MESSAGE

### **HARFORD COUNTY**

Harford County received the highest ratings from two of three bond rating agencies for its general obligation (GO) bonds on January 10, 2012. The ratings reaffirm that Harford County remains financially sound and is well positioned to support our business community, to provide effective and efficient services and conservatively manage our tax dollars. This is evidenced by the comments received:

Fitch Ratings                      AAA

“Financial operations are characterized by maintenance of sound reserves, a conservative approach to budget development, and timely revenue and spending adjustments. Fiscal policies governing multi-year planning, reserve retention and use of surplus funds for capital and other one-time spending aid in steady operating performance.”

“The county’s long-established development zone has directed utility and other necessary infrastructure to well-defined zones, limiting expensive extensions to more rural areas, and the county has a history of solid pay-as-you go capital funding.”

Moody’s Investors Service        Aaa

“The assignment of Moody’s highest quality rating reflects the county’s sizeable economic base and wealthy demographic profile, healthy financial position supported by proactive management, comprehensive fiscal policies and satisfactory fund balance levels, in addition to a manageable debt burden.”

Standard and Poor’s              AA+

“In our opinion, Harford County has traditionally had strong operations and conservative financial management practices, including the maintenance of a rainy day fund reserve funded at a minimum of 5% of expenditures. Since Fiscal 2008, the county has effectively managed the pressures brought on by declining revenue in certain economically sensitive revenue streams, primarily income and transfer and recordation taxes, due to the economic downturn and the state’s budget deficit; meanwhile, officials have made capital fund contributions for necessary projects and maintained, what we view as, manageable debt levels.”

### **REVENUES**

We analyze each revenue source considering its historical trends and the environmental factors affecting its base. Our funds are defined as ongoing or one-time in nature. Operating expenses that will continue into the future were included only if ongoing revenues were determined to be available to maintain such costs. One-time expenditures are approved based on priority and up to the amount of existing funds.

## BUDGET MESSAGE

### Net Property Taxes

FY 13 Approved Budget    \$292,182,545    46.69%    of the Total All Funds FY 13 Approved Operating Budget

FY 12 Approved Budget    \$293,101,765    48.14%    of the Total All Funds FY 12 Approved Operating Budget

\$ decline                      (\$919,220)

% decline                      (0.31%)

We consider various sources of information to make property tax revenue projections. The primary source is the Maryland Department of Assessment and Taxation (SDAT) tracking information. It provides assessment estimates in November and March for the current, upcoming and the second year following tax years. A thorough analysis of lien sheet activity, deed activity, building permit data, residential sales and Transfer Tax transaction data are other sources of information used to estimate property tax revenues.

Maryland State law provides that all real property is subject to a property tax; properties are assessed by the State on a triennial system, and owners are notified by the Maryland Department of Assessments and Taxation of any change in their assessment. These assessments are certified to local subdivisions where they are converted into property tax bills by applying the appropriate property tax rate.

The Fiscal Year 2013 Budget was based on no change to the real property tax rate of \$1.042, which falls below the Constant Yield, and a corporate and personal property tax rate of \$2.605.

Each year the State reassesses one third of the County, resulting in a complete reassessment of the County every three years. Decreased assessments, regardless of the property type, are fully applied in the first year. The total of the assessed value of local property is the County's assessable base, which can change through reassessment and the loss or gain of building and personal property.

The Homestead Tax Credit assists homeowners dealing with large assessment increases on their principal residence. The credit limits the increase in taxable assessments each year to a fixed percentage. Every county and municipality in Maryland is required to limit its taxable assessment increase to 10% or less each year. Harford County's limit is capped at 5%. This means the homeowner pays no property tax at a market value increase which is above the 5% limit.

Until very recently our assessable base and resulting property tax revenue has grown at an extraordinary rate, primarily driven by rising residential property values. While the real estate market has been on a downward trend since 2006, our property tax revenues remained strong through Fiscal Year 2010.

## BUDGET MESSAGE

In Fiscal Year 13, the percent of overall decline in property tax is (0.31%) or (\$919,220). This is primarily due to flat property values.

### Income Taxes

FY 13 Approved Budget	\$175,068,772	27.98%	of the Total All Funds FY 13 Approved Operating Budget
FY 12 Approved Budget	\$161,600,000	26.54%	of the Total All Funds FY 12 Approved Operating Budget
\$ growth	\$13,468,772		
% growth	8.33%		

Income tax is calculated in Maryland as a percentage of net taxable income. While the State sets a cap of 3.2% growth for local governments, the Harford County Council set our income tax rate at 3.06%. The State Comptroller's Office administers and collects the tax and distributes the receipts to the counties and municipalities. We receive approximately 90% of income tax in quarterly distributions of withholdings and estimated payments. These receipts began declining in Fiscal Year 2009 and continued to decline through Fiscal Year 2010. We saw a rebound in Fiscal Year 2011 and expect it to continue through Fiscal Year 2013. We estimate the Fiscal Year 2012 actual amount to be \$174,137,393, an increase of \$12,537,393 over the Fiscal Year 2012 budgeted amount of \$161,600,000. Fiscal Year 2013 is expected to grow to \$175,068,772, about the same as the Fiscal Year 2012 estimated actual amount of \$174,137,393.

### Recordation Tax

FY 13 Approved Budget	\$7,533,738	1.20%	of the Total All Funds FY 13 Approved Operating Budget
FY 12 Approved Budget	\$8,545,932	1.40%	of the Total All Funds FY 12 Approved Operating Budget
\$ decline	(\$1,012,194)		
% decline	(11.84%)		

State law imposes a tax on every instrument of writing recorded or offered for record with the Clerk of the Circuit Court (liens, deeds, mortgages, etc.), at the rate of \$6.60 per \$1,000 of the actual consideration to be paid for property transferred, or of the principal amount of the debt secured. Harford County splits the proceeds from this tax: 2/3 to fund school debt and/or school construction; 1/6 to fund Parks and Recreation capital projects; and 1/6 to support the Water and Sewer Debt Service Fund.

## BUDGET MESSAGE

### **Fund Balance/Unrestricted Net Assets**

FY 13 Approved Budget	\$50,924,851	8.14%	of the Total All Funds FY 13 Approved Operating Budget
FY 12 Approved Budget	\$43,967,465	7.22%	of the Total All Funds FY 12 Approved Operating Budget
\$ growth	\$6,957,386		
% growth	15.82%		

Governmental funds report the difference between their assets and liabilities as fund balance, which is divided into reserved and unreserved. Proprietary funds report the difference between their assets and liabilities as net assets, which is divided into restricted and unrestricted.

In Fiscal Year 2013, Fund Balance has been appropriated in the General Fund at approximately \$20.3 million of which \$18 million will be used to fund our Paygo funded capital projects. Likewise, \$8.8 million in Highways Fund Balance will fund capital budget projects in the Highways capital budget for resurfacing, bridge and roadway issues. The Parks and Recreation Special Revenue Fund Balance of \$38,467 will allow for much needed repairs/renovations at the Emmorton Recreation and Tennis facility. The Agricultural Preservation County Fund will need all of the \$1.2 million of Fund Balance appropriated to make a balloon payment on debt service. The Water and Sewer Enterprise Fund appropriates \$20.5 million of net assets for one-time capital Paygo projects and capital outlay at \$7.1 million, and \$9.2 million to fund depreciation expense.

### **27th Pay Accrual**

FY 13 Approved Budget	\$0	0.00%	of the Total All Funds FY 13 Approved Operating Budget
FY 12 Approved Budget	\$4,420,505	0.73%	of the Total All Funds FY 12 Approved Operating Budget
\$ decline	( \$4,420,505)		
% decline	(100.0%)		

Fiscal Year 2012 had 27 pay dates compared to 26 pay dates for a normal budget year. This additional pay period only occurs every twelfth budget year. Harford County will again begin to accrue funds on a yearly basis that would provide a revenue source to fund this extra pay date over the next 11 years.

## BUDGET MESSAGE

### EXPENSES

<u>THE GENERAL FUND</u>	<b>FY 12 APPROVED FUNDING</b>	<b>FY 13 APPROVED FUNDING</b>	<b>\$ CHANGE</b>	<b>% CHANGE</b>
	\$476,439,692	\$487,488,257	\$11,048,565	2.32%

The Fiscal Year 2013 General Fund Budget was approved with an \$11,048,565 increase over Fiscal Year 2012.

For a 4<sup>th</sup> consecutive year, the budget does not include pay raises or COLA's for County employees. There are no furloughs or layoffs built into the Fiscal Year 2013 Budget.

This budget provides \$200,000 for a one-time purchase of Constituent Relationship Management software which will greatly improve the process and communication between various Government agencies concerning the status and resolution of constituent issues.

In the Approved Fiscal Year 2013 Capital Budget, an additional \$8,063,307 in Paygo funds is appropriated over the Fiscal Year 2012 allocation. One project provides for a Countywide Facilities Master Plan Study to evaluate the current condition and future needs of the facilities of Harford County Government as well as outside agencies to include but not limited to the Harford County Public School System, the Public Libraries, and Harford Community College. Paygo funds are also allocated for the continuation of improvements and amenities at the Cedar Lane Sports Complex. Bond appropriation has been provided to continue the development of the Churchville Recreation Complex.

For Education, this budget funds the Board of Education at \$219,821,368. The required Maintenance of Effort level for Fiscal Year 2013 is \$213,339,616 as a result of lower student enrollment. Harford County funded \$952,011 over Maintenance of Effort. Pursuant to SB 1301-2012, funds are also provided for the State mandated contribution to teacher pensions in the amount of \$5,529,741.

For the Libraries, an additional \$100,000 is allocated which will allow three library branches to open on Sundays from October thru April.

For Public Safety, this budget includes an additional \$123,000 to fund operational costs of the new Southern Precinct. The County will bond a \$20,000,000 project to construct a new Emergency Operations Center complex which is in major need of renovations and expansion. Emergency Operations is provided an additional \$2.6 million in Paygo funding as it continues to meet the federal mandate to update and upgrade additional sites to accommodate 700 and 800 MHz channels in order to increase coverage for public service providers as well as \$100,000 to provide emergency communication within school buildings experiencing poor radio coverage. An additional \$400,000 is allocated to support the

Emergency Medical Services (EMS) Foundation as the number of calls for service continues to grow for emergency crews. For the Volunteer Fire Companies, Paygo funding in the amount of \$500,000 is appropriated for the expansion and renovation of the Susquehanna Hose Company House #3.

## BUDGET MESSAGE

In addition to public safety and education investments, we have included other bond funded priorities in our Fiscal Year 2013 Approved Capital Budget that positions the County for the future. Such priorities include \$2 million to increase access to the web via high speed connectivity for citizens, business and governmental entities within our County. Projects such as this will keep Harford County competitive in the 21<sup>st</sup> century economy by benefiting our citizens and attracting jobs and investments from businesses who wish to locate here.

### SOLID WASTE SERVICES

FY 12 APPROVED FUNDING	FY 13 APPROVED FUNDING	\$ CHANGE	% CHANGE
\$15,045,218	\$14,594,635	(\$450,583)	(2.99%)

The Northeast Maryland Waste Disposal Authority (NMWDA) management fees for the operation and maintenance of the Waste-to-Energy facility account for an increase of \$185,830 for Fiscal Year 2013. This increase is offset by a decrease in Principal and Interest Payments for the Waste-to-Energy plant in the amount of (\$529,101) and one-time cost of 27<sup>th</sup> pay in Fiscal Year 12 @ (\$72,246).

### THE HIGHWAYS FUND

FY 12 APPROVED FUNDING	FY 13 APPROVED FUNDING	\$ CHANGE	% CHANGE
\$49,076,513	\$53,760,418	\$4,683,905	9.54%

For Fiscal Year 2013, the major increase in the Highways Fund is the result of: Capital Improvement funding in the amount of \$5,035,135 over Fiscal Year 2012 for Paygo projects in the Capital Budget, Ground Maintenance \$632,000 to provide two additional tree crews and increase mowing frequency to meet National Pollutant Discharge Elimination System (NPDES) requirements and Pro Rata reimbursement to the General Fund for services provided @ \$604,854 offset by the Fiscal Year 12 one-time cost for 27<sup>th</sup> Pay (\$494,769), Pension adjustments (\$435,931), Retirees Insurance (\$380,184) and a reduction in principal and interest on Debt Service (\$507,371).

### THE WATER & SEWER FUND

FY 12 APPROVED FUNDING	FY 13 APPROVED FUNDING	\$ CHANGE	% CHANGE
\$41,530,806	\$45,534,686	\$4,003,880	9.64%

The Water and Sewer Operating Fund was established as a self-sustaining utility to account for water and sewer services provided by Harford County Government. Water and Sewer appropriations increase \$4,003,880 over the Fiscal Year 12 Budget allocation as a net result of: \$58,100

## BUDGET MESSAGE

for Overtime and \$108,744 for Electricity based on actual expense history; \$261,090 for the Water and Sewer's share of the Self-Insurance Fund; a \$75,000 increase for implementation of Cityworks Web Server, \$78,300 for replacement of meters exceeding 15 years of age, an additional

\$252,828 for Equipment, \$505,720 for Pro-rata reimbursement for services provided by the General Fund, and an additional \$4,587,177 in Paygo funds to support the Fiscal Year 13 Approved Budget. These increases are offset by Staff turnover (\$281,080), Pension and Worker compensation adjustments (\$509,809), Depreciation (\$200,000) based on actual expense history and the one-time cost of a 27<sup>th</sup> pay in Fiscal Year 2012 (\$462,328).

In our Fiscal Year 2013 Approved Capital Budget we have included projects that focus on improving the County's water and sewer infrastructure, as well as a project which will allow the hiring of a outside consultant to perform an evaluation on the projected operating and maintenance and capital revenues and expenses to determine what improvements need to be made to the current rate structure so that the Water and Sewer Fund remains self-sufficient.

### **WATER & SEWER DEBT SERVICE**

<b>FY 12 APPROVED FUNDING</b>	<b>FY 13 APPROVED FUNDING</b>	<b>\$ CHANGE</b>	<b>% CHANGE</b>
\$15,126,946	\$15,474,439	\$347,493	2.30%

The Water and Sewer Debt Service Fund provides appropriation authority for the payment of principal and interest on long-term water and sewer bonds and loans used to finance the capital projects of the County-owned Water and Sewer System. The increase in funding for Fiscal Year 2013 is a result of the Principal and Interest payments adjusted to amounts due on outstanding debt.

### **PARKS AND RECREATION SPECIAL REVENUE FUND**

<b>FY 12 APPROVED FUNDING</b>	<b>FY 13 APPROVED FUNDING</b>	<b>\$ CHANGE</b>	<b>% CHANGE</b>
\$850,736	\$889,467	\$38,731	4.55%

Parks and Recreation Special Revenue Fund revenues are derived from fees, rentals of and/or contributions to the Emmorton Recreation and Tennis Center, the Oakington Peninsula, the McFaul Senior/Youth Center's skateboard facility, and the Showmobile, as well as special reational Council activities. This fund increases \$38,731 over Fiscal Year 2012, primarily due to additional funding appropriated to make repairs/renovations at the Emmorton Recreation & Tennis Center facility to include color-coding the tennis courts, replacement of exhaust/ventilation fans, and renovations to the entrances of the main building and tennis bubble, etc.

## BUDGET MESSAGE

### AG PRESERVATION - COUNTY

FY 12 APPROVED FUNDING	FY 13 APPROVED FUNDING	\$ CHANGE	% CHANGE
\$8,778,221	\$6,803,958	(\$1,974,263)	(22.49%)

Harford County is committed to Agricultural Preservation. The Harford County Agricultural Land Preservation Program was established in 1993 to preserve productive agricultural land and woodland which provides for the continued production of food and fiber for the County, by allowing land owners to preserve farmland for future generations via conservation easements. The County, using primarily Transfer Tax revenue, enters into installment contracts to purchase development rights; the landowners receive payments and/or a tax credit. For Fiscal Year 2013, we have decreased appropriations by (\$1,974,263).

### AG PRESERVATION - STATE

FY 12 APPROVED FUNDING	FY 13 APPROVED FUNDING	\$ CHANGE	% CHANGE
\$117,000	\$100,000	(\$17,000)	(14.53%)

Harford County's Agricultural Land Preservation Program is certified. Therefore, the program can retain 75% of the Agricultural Transfer Tax collected. For Fiscal Year 2013, it is projected that the County's share of State Agricultural Transfer Tax will be \$98,000. The County will use \$30,000 of this revenue to offset the salary and benefits of a Planner III, who serves as Harford County's Program Administrator. Harford County's match to Maryland Agricultural Land Preservation Foundation (MALPF) for easement purchases will be \$67,150, demonstrating this Administration's commitment to preserving Harford County's farmland.

### TAX INCREMENT FINANCING

FY 12 APPROVED FUNDING	FY 13 APPROVED FUNDING	\$ CHANGE	% CHANGE
\$1,825,000	\$1,100,000	(\$725,000)	(39.73%)

The Beechtree Estates Tax Increment Fund is a special fund authorized by Bill No 10-10. The Bill provided that the County could issue not more than \$14,000,000 in special obligation bonds to finance or reimburse the cost of the public improvements benefitting the district. The bonds shall be a special obligation of the County and will not constitute a general obligation debt of the County or a pledge of the County's full faith and credit or taxing power. The decrease in funding for Fiscal Year 2013 is a result of the Principal and Interest payments adjusted to amounts due on outstanding debt.

## BUDGET MESSAGE

Overall, this budget reflects a balance of the diverse requests of our community, and our ability to provide for our citizens through the taxes they pay. We know these are difficult times, and as such difficult decisions have to be made. Just as our citizens have had to make tough financial decisions, so has their County government. I respectfully submit to you a budget that continues the County's tradition of sound financial management with an emphasis on preparing us for a bright and stable future.

Respectfully submitted,

A handwritten signature in cursive script that reads "David R. Craig".

David R. Craig  
Harford County Executive

## DOCUMENT GUIDE

### UNDERSTANDING THE BUDGET DOCUMENT

Harford County's Annual Operating and Capital Budgets represent our comprehensive financial and operational plan for the fiscal year. A description of the major components of the Annual Operating Budget is described here. The Annual Capital Budget and Capital Improvement Program (CIP) are described in a separate document.

#### **Budget Message**

Prepared by the County Executive, the message outlines the Administration's priorities and major budget highlights. As mandated by Harford County Charter, the Budget Message contains an explanation of the Operating and Capital Budgets along with the Capital Program. It includes any major changes in financial policies, program development, expenditures, appropriations or revenues from the previous year.

#### **Document Guide**

This guide is provided to acquaint the reader with the general format, organization, and content of the County's Operating Budget.

#### **County Overview**

Historical and demographic information about Harford County, along with the County's organizational structure and statistical information are included in this section.

#### **County Budget Policies / Process**

This section provides an explanation of the County's policies and planning procedures which impact the development of the annual budget. The process for preparing, reviewing, adopting, and amending the annual budget, as well as a description of each individual major fund is included.

#### **Performance Measures**

In 1996, Harford County became the first jurisdiction in the State to institute Performance Based Management throughout all levels of County Government. This section contains the current administration's vision, mission, goals, and objectives for Harford County.

#### **Fiscal Year Budget Summary**

This section provides data summarizing the Fiscal Year 2013 Budget. It describes issues used to formulate the Fiscal Year 2013 Budget to include trend analysis and assumptions, economic outlook, organizational changes, State and Federal mandates, etc.

## DOCUMENT GUIDE

### **Spending Affordability Report**

A copy of a report submitted to the County Executive by the Spending Affordability Advisory Committee (created by Executive Order 92-2) is provided in this section. The report contains the committee's recommendations of fiscal goals for the County's Fiscal Year 2013 Budget.

### **Summaries All Funds**

Fiscal data summarizing total revenues and appropriations for all funds is provided in this section. The data is presented several ways by Character (e.g. Personal Services, Contractual Services, etc.), Fund, Revenue Source, and Department.

### **Summaries Each Fund**

Appropriation and Revenue information is summarized for each of the County's funds. The data is presented several ways by Character (e.g. Personal Services, Contractual Services, etc.), Revenue Source, and Department. A financial narrative is also provided explaining major changes to the fund.

### **Departmental Information**

The following information is provided under each department's tab:

Department Organization Chart displays what divisions are involved in the functions of each department.

Department Narrative includes a department's establishing authority and purpose; its mission statement, which supports the County's overall strategies; and the key goals chosen to support its mission.

Department Fund Summary provides appropriation information for each department by Character, Funding Source and Division.

Financial Notes explaining major changes to a department's funding level.

Staff Summary provides a list of personnel needed to perform the function of the department.

Grant Summary provides information on grants administered by the department, or for which matching funds are appropriated in the department's budget. A brief explanation of the County's obligation or any impact the grant may have on the day to day operation of the department when grant ends is also included.

### **Division Information**

The following information is provided under each department's tab for divisions involved in the functions of the department:

## DOCUMENT GUIDE

Division Narrative describes the origin and specific functions and activities of each division within a department; current fiscal year objectives, established to meet the department's goals, are delineated.

Division Character Summary provides appropriation information for each division by Character and Funding Source.

Financial Notes explaining major changes to a division's funding level.

Staff Summary provides a list of personnel needed to perform the function of the division.

Performance Measures track the division's success in meeting its objectives and attaining goals. Situations, specific to that division, have been analyzed and action plans have been established to either maintain or improve conditions. Each measure defines the division's success in carrying out the action plan.

### **Debt Service**

Harford County is required to budget annually for the payment of principal and interest due on the amount of debt that it has incurred along with lease payments. This section details the County's principal and interest payments for the budget year for each fund, as well as the service costs incurred to issue or manage debt.

### **Insurance**

The County maintains a Self-Insurance Fund for the purpose of paying General and Automobile Liability claims and County property damage losses. Funding requirements allocated to each major fund are determined on the basis of an annual contracted actuarial analysis and internal evaluation of loss experience and exposures. The amount of appropriation required for each fund for Fiscal Year 2013 is listed in this section.

### **Benefits**

This section provides a list of funds appropriated for Fiscal Year 2013 representing the share of expenses for the major funds to provide the following benefits to County employees: pensions, unemployment insurance, death benefits, life insurance, employee tuition reimbursement and a health benefit supplement for retired employees.

### **Paygo / Non-Departmental**

Debt Management policies within Harford County's five year business plan confirms that Pay-As-You-Go (Paygo) funding will continue to be used for minor renovation and repair projects which have an asset life of less than ten years. A list of projects planned and amount of paygo appropriated by fund for Fiscal Year 2013 is provided in this section.

## DOCUMENT GUIDE

Non-Departmental expenses include costs essential to the operation of the County Government which do not fall within the functions of any one department or agency. This section defines and details these expenses which include a Closure Reserve account, the Rural Legacy Program, Appropriations to Towns, and Appropriations to State.

### **Contingency Reserve**

This section provides a statement of contingency reserves for both the General Fund and Highways Fund. Per the Harford County Charter, Section 506, the reserve shall not exceed three percent of any fund.

### **Capital Budget**

A summary highlighting the Capital Budget for Fiscal Year 2013 and the six-year Capital Improvement Program (CIP) is provided in this section. A more detailed description of both is included in a separate document, *The Approved Capital Budget and Capital Improvement Program Fiscal Year 2012 – 2013*.

### **Grant Summary**

This section summarizes the receipt, appropriation, and expenditure of certain Federal, State, and private monies received in grant form. A chart displaying a brief description of the grants the County anticipates receiving in Fiscal Year 2013, as well as the amount of the grant and any grant match required is provided.

### **Other Funds**

Statements of Estimated Reserved Retained Earnings and Estimated Reserved Fund Balances are described in this section for the Self-Insurance Trust Fund, Volunteer Firemen's Pension Trust (LOSAP) Fund, the Sheriff's Office Pension Plan, the Other Post Employment Benefit (OPEB) Plan and Fleet Management – Internal Service.

### **Glossary**

A glossary defining terms specific to budget comprehension is found under this tab.

### **Index**

An alphabetical list of items included in the document.

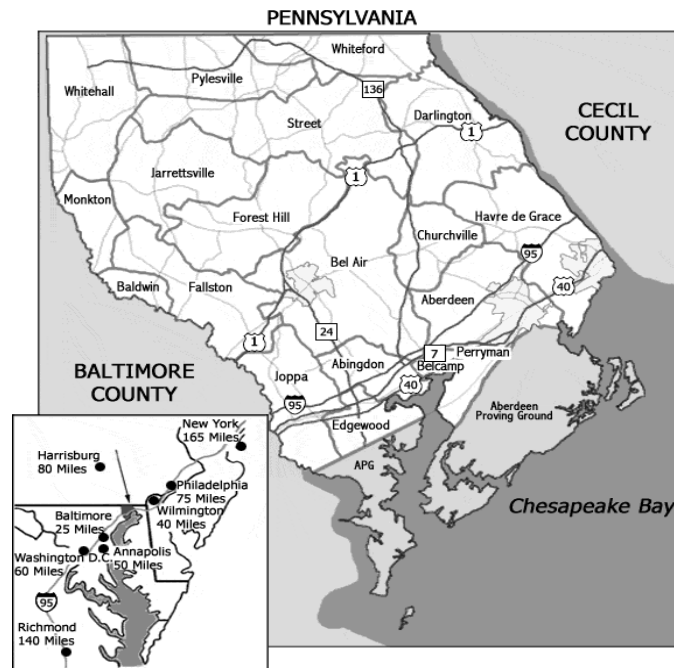
## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### COUNTY OVERVIEW

Harford County, Maryland, with its northern border being the Mason-Dixon Line, lies between Pennsylvania on the north and the Chesapeake Bay on the south, with the Susquehanna River on the east, and most of its western border on the Gunpowder River. The northern areas of the County are in the Piedmont Plateau, two to seven hundred feet above sea level. The southern areas are part of the Coastal Plain and range from forty to two hundred feet above sea level.

Today the County encompasses 448 square land miles\* and 16.5 square water miles\*. Harford has three incorporated towns: Aberdeen, Havre de Grace, and Bel Air, which is the County Seat.

\*Per the MD Geological Survey 3/3/05



## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### HISTORY

- 1608 Captain John Smith, representing the Virginia Company, explored the Chesapeake Bay and mapped the Harford County area. He traveled the Willobye's River (known today as the Bush River) past Spesutia Island in Havre de Grace, up the Susquehanna River to a stream, which is believed to be Deer Creek.
- 1627 An English trading post was established on Palmer's Island (now called Garrett's Island), near Havre de Grace in the Susquehanna River.
- 1632 Maryland's Charter was granted to Cecil Calvert, Lord Baltimore and the first Proprietor of Maryland.
- 1658 Havre de Grace was settled. It was originally called Susquehanna Lower Ferry and was a stop on the Old Post Road.
- 1659 Baltimore County was established by the colonial assembly as the sixth county in Maryland, and included parts of present-day Baltimore, Harford, Cecil, Carroll, Howard and Kent counties.
- 1661 The town of Old Baltimore was established on the east bank of the Bush River (now Aberdeen Proving Ground).
- 1668 Settlements were established along the Gunpowder and Bush Rivers.
- 1674 Old Baltimore was authorized as the first Baltimore County Seat.
- 1712 The County Seat was relocated to the fork of the Gunpowder River at Joppa.
- 1768 With Joppa's harbor silting up and other numerous difficulties, including a smallpox epidemic, the County Seat was moved to Baltimore.
- 1771 Henry Harford, son of Frederick Calvert the Sixth Lord of Baltimore, inherited the Province of Maryland. Henry Harford was the last Proprietor of Maryland.
- 1773 Harford County was separated from Baltimore County, and named for Henry Harford. The Act of the General Assembly of 1773, Chapter 6, called for the division of Baltimore County and for the erecting of a new one by the name of Harford. The boundaries of the County were established. Bush was established as the County Seat. Four acres of land were purchased for the purpose of building a courthouse and a prison in the new county.
- 1774 The actual formation of government in Harford County occurred on March 22, 1774, when Henry Harford, Lord Proprietor of the Province, sent his commission to the new County seat at Harford Town, or Bush. Thomas Miller was commissioned as the first Sheriff.
- 1775 The Bush declaration, the County's first proclamation of independence from Britain, was signed by an organized body of men.
- 1776 Harford County's population measured at 12,765, roads had been laid out, bridges had been erected, and churches were built.
- 1777 Havre de Grace was burned by the British in the War of Independence.

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

- 1780 The Town of Bel Air was laid out by Aquilla Scott on land he inherited called Scott's Improvement Enlarged, also known as Scott's Old Fields.
- 1782 The County Seat was moved to Bel Air, and plans were made for the Bel Air Courthouse.
- 1784 The Act of 1784 changed the name of Scott's Improvement Enlarged to "Belle Aire" (current day Bel Air).
- 1785 Havre de Grace was incorporated.
- 1813 On May 3<sup>rd</sup>, the town of Havre de Grace was plundered and burned by the British during the War of 1812.
- 1917 Aberdeen Proving Ground and Edgewood Arsenal were established.
- 1964 The County Coat of Arms was designed by George Van Bibber and adopted by the County Commissioners on September 28, 1964.
- 1972 Harford County Charter Government began. The Harford County Charter was adopted by the eligible voters on November 7, 1972, and became effective December 7, 1972.

### THE BUSH DECLARATION

On March 22, 1775, 34 Harford County citizens gathered at Bush on the main thoroughfare between Annapolis and Philadelphia, near present-day Maryland Routes 7 and 136.

Harford County citizens signed a commitment to resist British infringement on American rights 16 months before the Declaration of Independence was signed in Philadelphia.

Recorded in the 1774-1777 Harford County *Committee of Observation's Record Book*, the *Bush Resolution* is believed to be the first resolution of this spirit adopted by duly elected representatives.

*"We, the committee of Harford County, having most seriously and maturely considered the Resolves and Association of the Continental Congress and the Resolves of the Provincial Convention, do most heartily approve of the same, and as we esteem ourselves in a more particular manner, entrusted by our constituents to see them carried into execution, we do most solemnly pledge ourselves by every tie held sacred among mankind, to perform the same at the risk of our lives and fortunes."*

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

The County Coat of Arms was designed by George Van Bibber and adopted by the County Commissioners on September 28, 1964. In the accepted design the shield is gold to symbolize the wealth of the county and the richness of its fields. Across the shield are waving bends of blue signifying three major county streams (Deer Creek, Bynum Run, and Winters Run). The crest is a two-handed forearm with the right hand holding an escrivant (heraldic for “writing”), a white quill symbolizing the pen used by those who wrote and signed the Bush Declaration. The left hand holds a sword as if presenting into the right hand of the nation, the skills of reproducing defense materials, emanating from Edgewood Arsenal and Aberdeen Proving Ground. The motto “At the Risk of Our Lives and Fortunes” comprises the last eight words of the Bush Declaration and preserves the same spelling for “risk” that is used in that document.

### THE HARFORD COUNTY TREE

The flowering dogwood (*Cornus Florida*) is the official tree of the County.

### FORM OF GOVERNMENT

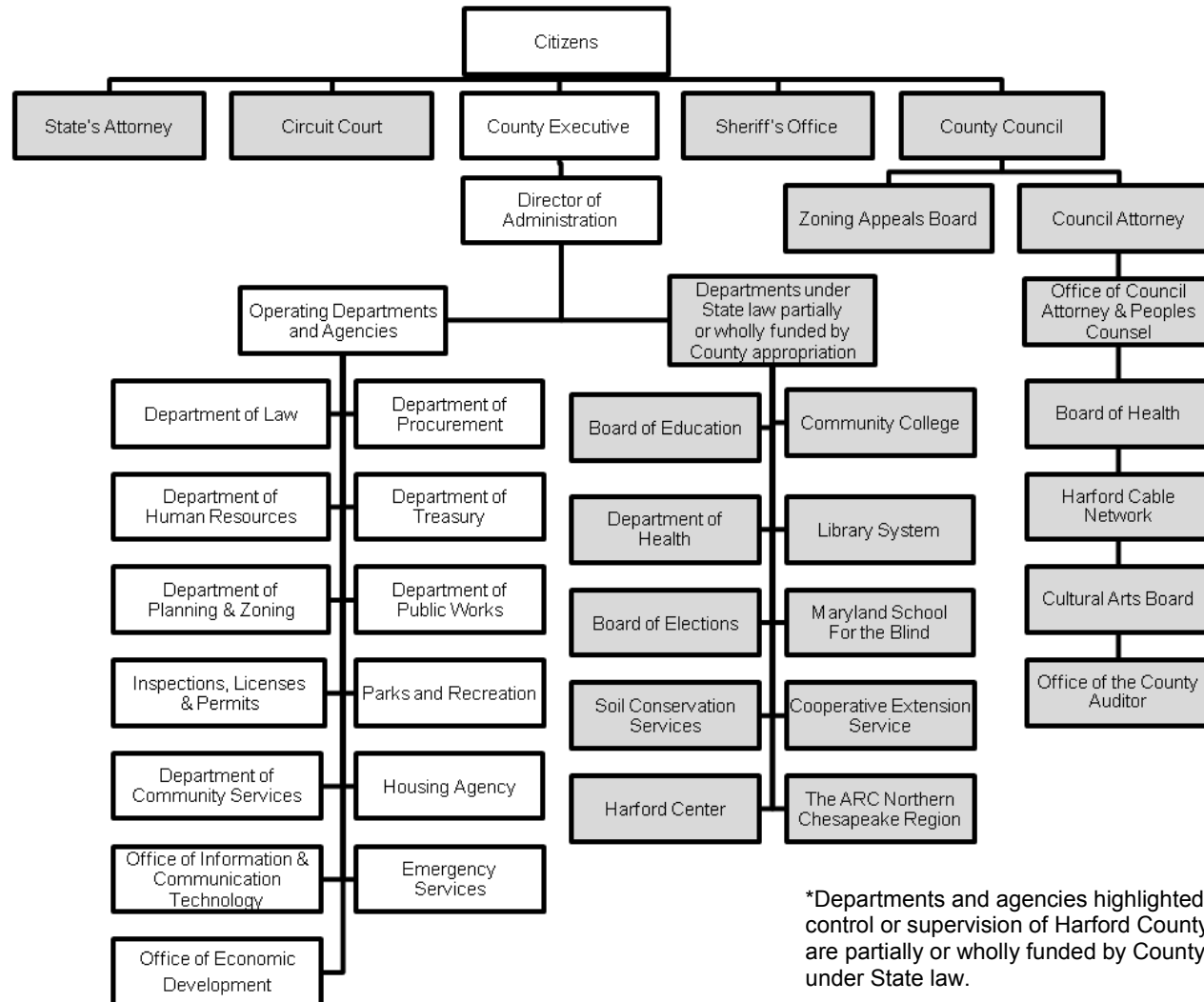
The Harford County Charter was adopted by the eligible voters on November 7, 1972, and became effective thirty days later December 7, 1972. The Charter conveys all rights and powers of local self-government and home rule to the County Executive and the County Council.

The following page depicts an overall organization chart for the County.

### THE HARFORD COUNTY SEAL



## AN OVERVIEW OF HARFORD COUNTY, MARYLAND



\*Departments and agencies highlighted are not under control or supervision of Harford County Government but are partially or wholly funded by County appropriations under State law.

## **AN OVERVIEW OF HARFORD COUNTY, MARYLAND**

### **LEGISLATIVE BRANCH**

Article II of the Charter vests all legislative powers in the County Council, which consists of six Council Members and a Council President. Each Councilperson resides in and is elected from one of the County's six councilmanic districts. The Council President, resides anywhere in the County and is elected at-large. Council Members must have been a resident and a qualified voter of the County for at least two years immediately preceding their election or appointment.

All sessions of Council must be conducted in public; four members constitute a quorum; and sessions are to be held the first three Tuesdays of each month and each Tuesday of the month of May.

The Charter also provides for a Council Administrator to keep minutes of meetings, maintain a journal and other duties as the Council may direct; and a County Auditor, who must be a certified public accountant and who is charged with preparing an annual financial audit of all agencies that receive or disburse County funds. A Council Attorney is appointed by the Council to act as their Chief Legal Advisor. The Council Attorney must be a member in good standing of the Bar of the Maryland Court of Appeals for at least five years; and prior to assuming the duties of the office must be domiciled in the County.

All formal communication from the Council to the Executive Branch must be addressed to the County Executive, and neither the Council nor any of its members can give orders either publicly or privately to any subordinate of the County Executive. The Council does however have the power to investigate into the affairs of the County and the conduct of any County agency. The appointment of an Executive Branch agency head, board member and / or commission member, requires Council confirmation.

#### **THE HEALTH DEPARTMENT**

Article 25A Section 5(Y) of the Annotated Code of Maryland, 1957, and Chapter 9, Article 11, Section 116 of the Harford County Code establish the County Council as the Local Board of Health for the County. With power to adopt and enforce all necessary rules and regulations concerning sanitation for food service facilities, habitable buildings and private water supplies within its jurisdiction and to provide reasonable regulating fees and charges plus penalties for violations, the County Council heavily influences daily life in Harford County.

#### **HARFORD CABLE NETWORK**

Harford County Charter Article XXVIIA establishes the Harford Cable Network Board as an agency of the County Council. The Board consists of 15 members appointed by the Council, and coordinates the public, educational, and governmental access programming of Harford Cable Network. Revenue received by the Network is turned over to the County Treasurer to be accounted for and expended in accordance with County budget procedures.

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### EXECUTIVE BRANCH

#### COUNTY EXECUTIVE

Under Harford County's Charter, Article III, a County Executive shall be nominated and elected by the qualified voters of the entire County, and be vested all executive power in Harford County by the Constitution and laws of Maryland and the County Charter. The County Executive's duties include, but are not limited to:

- Preparing and submitting to the Council the annual County budget;
- Preparing and submitting to the Council and the public, within four months after the close of the fiscal year, an annual report on the activities and accomplishments of the County government, including a detailed financial statement;
- Providing the Council with any information concerning the Executive Branch which the Council may require for the exercise of its powers;
- Recommending to the Council such measures for legislative action as may be deemed to be in the best interests of the County;
- Insuring that County funds in excess of those required for immediate needs are invested in the best interests of the County;
- Signing or causing to be signed on the County's behalf all deeds, contracts, and other instruments; and
- Seeing that the affairs of the Executive Branch are properly and efficiently administered, and that employees of the Executive Branch faithfully perform their duties.

The County Executive serves for a four year term, with a two consecutive term limit; shall have been a resident and a qualified voter of the County for at least five years immediately preceding the election; and at the time of election shall be at least 25 years old. In the event of a temporary absence or disability of the County Executive, the Director of Administration shall perform the duties of the County Executive.

#### DIRECTOR OF ADMINISTRATION

Under Harford County's Charter, Article III, Sections 310 and 312, the County Executive is charged with appointing a Director of Administration, subject to confirmation by the Council. The Director of Administration serves at the pleasure of the County Executive, performs administrative duties and exercises general supervision over the agencies of the Executive Branch as the County Executive directs. In the event of a temporary absence or disability of the County Executive, the Director of Administration shall perform the duties of the County Executive.

The Director of Administration also serves as the County's budget officer, and is responsible for causing to be prepared and submitted to the County Executive, for approval and submission to the Council, all County budgets. The Director of Administration is also charged to study the organization, methods, and procedures of each agency of the County government and submit to the County Executive periodic reports on their efficiency and economy. The Director of Administration is the County's Hearing Officer on appeals to the decisions of department heads on the application of County rules and regulations.

Both Charter provisions and Executive Orders have resulted in the creation of various divisions under the purview of the Director of Administration:

The divisions of Sustainability, Facilities and Operations, Central Services, Budget and Management Research and Risk Management provide support services to all County government departments and agencies. Each division's supervisor reports directly to the Director of Administration.

## **AN OVERVIEW OF HARFORD COUNTY, MARYLAND**

The Division of Emergency Services, though funded as a separate budget, is an additional responsibility of the Director of Administration, who is the liaison between County government and the County's twelve Volunteer Fire and Ambulance Companies.

### **AGENCIES OF THE EXECUTIVE BRANCH**

Charter Section 313 calls for the County Executive to appoint a single officer to head each agency of the Executive Branch, as well as the members of all boards and commissions, subject to confirmation by the Council, and who serve at the discretion of the Executive. Section 402 requires that "In the Executive Branch of the County government there shall be a Department of Law, a Department of the Treasury, a Department of Planning and Zoning, a Planning Advisory Board, a Department of Public Works, a Public Works Advisory Board, a Department of Parks and Recreation, a Parks and Recreation Advisory Board, a Human Relations Commission, a Personnel Advisory Board, a Department of Procurement, and any other agencies established by law." The Charter then defines the qualifications for and duties of the department heads and board members.

The Executive Branch, per Charter Section 402, is also comprised of, "...any other agencies established by law." Subsequent Charter sections and / or Executive Orders have created: the departments of Human Resources, Community Services, and Inspections, Licenses and Permits; the Housing Agency; and the offices of Economic Development and Governmental and Community Relations.

### **PUBLIC SAFETY**

#### **SHERIFF'S OFFICE**

The actual formation of the government for Harford County occurred on March 22, 1774, when Henry Harford, Lord Proprietor of the province, sent his commission to the new County seat at Harford Town or Bush. Thomas Miller was commissioned as the first Sheriff. In 1777, John Taylor became Harford County's first elected Sheriff. Law enforcement responsibilities within the Sheriff's Office mirror that of most other police agencies throughout the nation. In Harford County, the Sheriff's Office has retained the responsibility of being the primary law enforcement agency in the County. Maintaining law and order, investigating crime, apprehending criminals, serving the courts and having responsibility for the custody of prisoners are the responsibilities of the Harford County Sheriff's Department. The County's Sheriff is elected to a four-year term with no term limit.

#### **VOLUNTEER FIRE COMPANIES**

There are twelve Volunteer Fire and Ambulance Companies that protect the citizens of Harford County. Chapter 1, Section 33 of the Harford County Code directs the County Executive "...to pay to the support of volunteer fire companies in the County and to volunteer fire companies operating in the County under written working agreements with the County, for the purpose of helping in the acquisition and maintenance of such companies' fire-fighting apparatus...such sums as the County Council shall deem proper..."

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### STATE'S ATTORNEY'S OFFICE

In 1851, Article V, Section 7 of the Maryland Constitution created the position of the State's Attorney for each county and Baltimore City. The Constitution of 1867 defined the duties of the State's Attorney, as they exist today. The State's Attorney is primarily responsible for the investigation and prosecution of criminal cases at the trial level. State's Attorneys work with the police in the development of cases, presentations to the Grand Jury and trial of cases in Circuit, District or Juvenile Court. Harford County's State's Attorney is elected to a four year term with no term limit.

### JUDICIAL

The Judicial System in Harford County is represented by a District Court and a Circuit Court.

The District Court of Maryland, created by a constitutional amendment in 1970, is divided into twelve geographical districts. Each district contains one or more political subdivisions, with at least one judge in each subdivision. District 9 covers Harford County alone with four Judges. The District Court Judges are appointed by the Governor to ten year terms, they do not stand for election. The District Court is centrally administered and totally funded by the State. In minor civil and criminal matter, and in virtually all violation of the Motor Vehicle Law, the District Court has jurisdiction. The exclusive jurisdiction of the District Court includes all landlord-tenant cases, replevin actions (recovery of wrongfully taken or detained goods), motor vehicle violations, misdemeanor cases, boating and vehicle offenses, minor criminal cases involving bad checks, credit cards, counterfeiting, insurance or workers' compensation fraud and theft, and certain felonies. In civil cases, the District Court has exclusive jurisdiction in claims for amounts up to \$5,000, and concurrent jurisdiction with the Circuit Courts in claims for amounts above \$5,000 but less than \$30,000. The jurisdiction of the court in criminal cases is concurrent with the Circuit Court for offenses in which the penalty may be confinement for three years or more or a fine of \$2,500 or more; or offenses which are felonies. A case in the District court is argued before a judge only. There are no jury trials in District Court. Maryland Circuit Courts were established by the State Constitution of 1851, Article IV, Sections 8 and 9; they are grouped into eight geographical circuits. The first seven each contain two or more counties; the eighth consists of Baltimore City. The Third Judicial Circuit covers Baltimore and Harford Counties with seventeen Judges and five Judges, respectively. Circuit Court Judges are appointed by the Governor and then must stand for election in the first general election that occurs at least one year following the vacancy the judge was appointed to fill. The Judge may be opposed formally by one or more qualified members of the bar, with the successful candidate being elected to a fifteen year term. Circuit Courts are the highest common law and equity courts of record exercising original jurisdiction within Maryland. Each has full common law and equity powers and jurisdiction in all civil and criminal cases within its county. All the additional powers and jurisdiction conferred by the Maryland Constitution and by law, except where jurisdiction has been limited or conferred exclusively upon another tribunal by law (Code Courts & Judicial Proceedings Article, sec. 1-501). The Circuit Courts are trial courts of general jurisdiction. Their jurisdiction is very broad but generally covers major civil cases and more serious criminal matters. Circuit Courts also may decide appeals from the District Court of Maryland and certain administrative agencies, as well as hearing domestic violence cases. Cases may involve juries or sometimes are heard by a judge only.

The State of Maryland appropriates funds for the salaries of all Circuit Court Judges, the Clerk of the Circuit Court and all employees of the Clerk's Office. Harford County funds the cost of the Judges' staff, juror fees, Juvenile Court, and certain Court related functions.

## **AN OVERVIEW OF HARFORD COUNTY, MARYLAND**

### **OUTSIDE AGENCIES**

A number of agencies, though independent from Harford County Government, receive the major portion of their operating funds from the County. The County funds appropriated to these agencies represent significant portions of the County's Operating and Capital Budgets. Article VIII, Section 811 of the County Charter defines each of these agencies as "a subordinate element of government...including...when so specified, all offices, departments, institutions, boards, commissions, and corporations which receive or disburse County funds."

### **BOARD OF EDUCATION AND PUBLIC SCHOOLS**

The Harford County Board of Education was established under the Education Article of the Annotated Code of Maryland to have perpetual existence and be a body politic and corporate of the State of Maryland. It is empowered and required to maintain a reasonably uniform system of public schools designed to provide quality education and equal educational opportunities for all youth. Per Senate Bill 629, effective July 1, 2009, the Board of Education was changed from a fully appointed Board to an elected-appointed Board consisting of six elected members and three members appointed by the Governor of the State of Maryland for four-year terms to be phased in over a period of time. There is also a student representative to the Board who serves a one-year term while a high school senior. This student is elected by the Harford County Regional Association of Student Councils. The Board of Education appoints the Superintendent of Schools for a four year term. The Superintendent acts as the Executive Officer of the Board as well as Secretary and Treasurer. The Superintendent is responsible for the Administration of the Harford County Public School System which consists of fifty-three schools, thirty-two elementary, nine middle, nine comprehensive high, one technical high, a special education school serving students with disabilities, and an Alternative Education Program. A Science and Mathematics Academy magnet program opened in the fall of 2004 and funding is included in the Fiscal Year 2011 Approved Budget to institute an Agricultural Magnet Program at North Harford High School. There is a 245 acre Harford Glen Outdoor Education Center.

### **THE PUBLIC LIBRARY SYSTEM**

Harford County's Public Library System was established in 1946 and re-established in 1981 as a County agency operating under State law. The Library Board of Trustees was authorized by the Laws of Maryland Article 77 and the Harford County Code Article 21, Chapter 9. The Board of Trustees are appointed by the County Executive and confirmed by the County Council to overlapping five year terms. Their duties were established by State law:

- To establish and operate a free library
- To set library policy
- To advise in the budget process and control spending of funds

The system operates eleven branches, a Rolling Reader Program, a Silver Reader Program, the Highlands Common Library, and provides library services to the Harford County Detention Center.

### **HARFORD COMMUNITY COLLEGE**

Harford Community College was founded in 1957 as a public community college. The College occupies a 332 acre site on Thomas Run Road, three miles east of Bel Air, Maryland. The mission of Harford Community College (HCC) is to provide high quality, accessible and affordable educational opportunities and services. These include university transfer, career, developmental and continuing education programs, that promote professional competence and economic development and improve the quality of life in a multicultural community. As the primary resource for and coordinator of higher education in the County, the College serves as a center of culture and recreation. Programs and services provide lifelong learning for residents

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

with an emphasis on adult instruction in classrooms, laboratories and clinics, and on electronic systems, as well as intergenerational courses and workshops in recreation, business applications, and specialty areas, plus fine and performing arts.

### THE HIGHER EDUCATION AND CONFERENCE CENTER AT HEAT

The Higher Education & Conference Center at *HEAT (Higher Education and Applied Technology Center)*, located in Aberdeen, Maryland, at the juncture of Interstate 95 and Rt. 22, provides expanded higher education access to the citizens of northeastern Maryland. Baccalaureate and graduate programs are offered by colleges and universities in support of the educational needs of the region.

Harford Community College coordinates the academic programs and maintains the facility. Partnering institutions provide the faculty and establish the requirements of their individual programs. Each institution sets its own tuition rate. Students enroll directly with the partnering institutions that collect all tuition and fees and confer all degrees.

The Center is the official satellite in Harford County for degree programs by Johns Hopkins University, The College of Notre Dame, Towson University, The University of Maryland, College Park, Morgan State University, and the University of Phoenix.

Training is offered at the Higher Education and Conference Center for businesses, industries, and local governments through the Continuing Education and Training Division at Harford Community College.

Leased incubator space is offered at the Higher Education Center for technology base start-up organizations.

### THE HARFORD CENTER

Article XXV of the Harford County Code establishes a body corporate and politic, known as the Harford Center, as an instrument of the County and as a public corporation. The Harford Center operates a residential and day care training and rehabilitation facility center to properly care for and provide necessary services to County residents with special physical and mental needs.

The activities of the Harford Center are funded by citizen support, voluntary contributions, fees and charges, and payments from the state and federal government. The County Council is authorized to make annual appropriations in support of the Center's operations; the Council may also authorize funds or issue debt for the Center to acquire land or make capital improvements.

### THE ARC NORTHERN CHESAPEAKE REGION

The ARC Northern Chesapeake Region is a private, non-profit local chapter of the ARC of Maryland and the ARC of the United States, the largest volunteer organization in the world devoted exclusively to improving the quality of life for all adults and children with mental retardation as well as their families. The ARC Northern Chesapeake Region is funded by Maryland State Agencies, the United Way, select agency-owned thrift stores, fundraising, and an annual contribution from Harford County Government.

The ARC Northern Chesapeake Region creates opportunities for people with mental retardation to develop and exercise the competence that will empower them to make choices in the pursuit of their own personal futures and to participate fully in the life of the community. It also provides support for families of persons with mental retardation to enable them to provide a stable and nurturing environment for all family members. The ARC provides

## **AN OVERVIEW OF HARFORD COUNTY, MARYLAND**

direct services in the areas of residential, community supported living arrangements, individual support services, family support services, foster care, adoption, employment and transportation services, individual and systems advocacy, and information and referral services.

### **EXTENSION SERVICES**

Established by the Federal Hatch Act (1887) and the Smith-Lever Act (1887), the Harford County Cooperative Extension Office provides educational outreach (Extension) from the University of Maryland, College Park and the University of Maryland, Eastern Shore as part of their three-fold mission as land grant institutions of teaching, research, and outreach.

Cooperative Extension in Harford County provides educational programs based on the needs and interests of county residents. Emphasis is placed on Agriculture and Natural Resource Science, Family and Consumer Science, 4-H and Youth Development. Extension is funded through county, state, and federal contributions. Some special projects are funded through grants and donations.

### **SOIL CONSERVATION**

The Harford Soil Conservation District was organized on September 6, 1944 as one of the several local government subdivisions established in 1937 under the Agriculture Article Title 8, Soil Conservation, SS8-101 through 8-705 of the Annotated Code of Maryland as amended. The district's purpose is to carry out a soil, water, and related resources conservation program.

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### DEMOGRAPHICS:

#### HARFORD COUNTY POPULATION

(SOURCE: [WWW.HARFORDBUSINESS.ORG](http://WWW.HARFORDBUSINESS.ORG))

2000 – 218,590

2010 – 244,826

2020 (projection) – 268,500

#### HOUSEHOLDS

Average Household Income - \$83,626

Number of Households – 91,905

Projected number of Households in 2015 – 94,711

#### POPULATION BY AGE

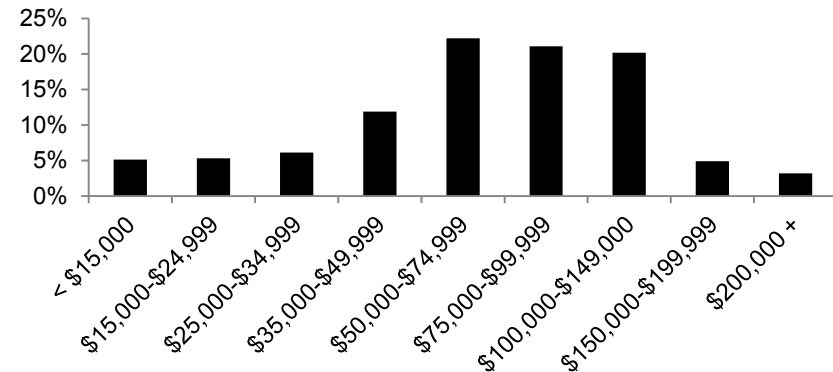
(SOURCE: [WWW.HARFORDBUSINESS.ORG](http://WWW.HARFORDBUSINESS.ORG))

##### **Calendar year 2009:**

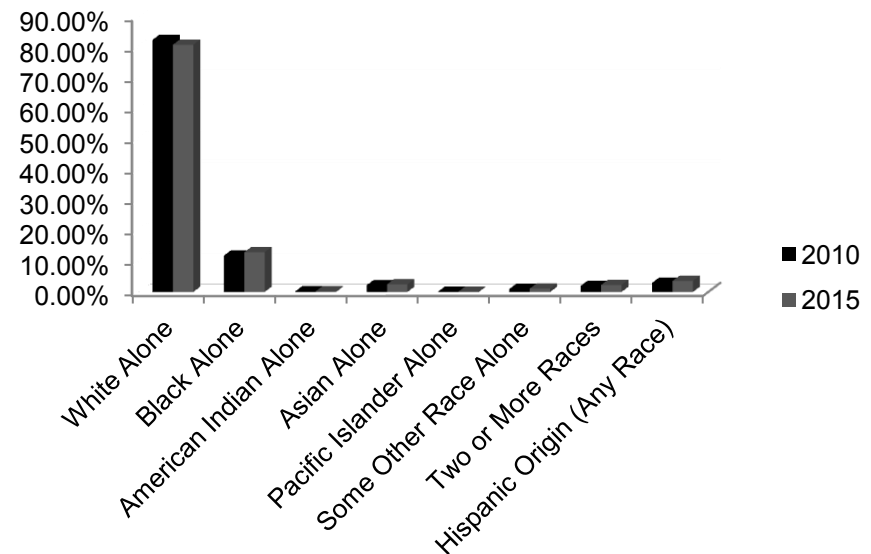
Under 5:	15,158	6.3%
5 – 19:	50,801	20.9%
20 – 44:	77,554	32.0%
45 - 64:	69,009	28.5%
65 and over:	29,902	12.3%

SOURCE: [WWW.HARFORDBUSINESS.ORG](http://WWW.HARFORDBUSINESS.ORG)

### Households by Income\*



### Race and Ethnicity\*



\*Source: [WWW.HARFORDBUSINESS.ORG](http://WWW.HARFORDBUSINESS.ORG)

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### ECONOMICS

#### HARFORD COUNTY'S BOND RATING

Credit (or Bond) ratings are designations by investor services to give a relative indication of credit quality. When a government receives a higher bond rating, their bonds can be sold at a lower interest rate, which results in less interest cost to that government.

Harford County went to the bond market January 10, 2012 for a \$63,975,000 bond sale (\$55,000,000 in Consolidated Public Improvement Bonds – Tax Exempt and \$8,975,000 in Refunding Bonds – Tax Exempt). The county received the highest rating possible from two of the three investor services, making Harford County bond ratings: Fitch Ratings AAA, Standard and Poor's AA+, and Moody's Investors Service Aaa, as published in the County's Official Statement of January 10, 2012.

Harford County received its ratings based on: an increasing tax base (that is more business growth), favorable debt ratios, sound financial operating and reporting, and conservative budgeting.

Investor Service	Highest Rate Possible	FY 06	FY 07	FY 08	FY 09	FY 10	FY 12
Standard & Poor's	AAA	AA	AA+	AA+	AA+	AA+	AA+
Fitch	AAA	AA+	AA+	AA+	AA+	AAA	AAA
Moody's Investor Service	Aa1	Aa1	Aa1	Aa1	Aa1	Aa1	Aa1

#### LEGAL DEBT MARGIN

Starting in FY 02, State law limits charter counties to the amount of general obligation debt they can issue (Legal Debt Limit) to an amount equal to a total of 6% of the County's assessable base of Real Property and 15% of Personal Property.

Harford County's Legal Debt Limit	100%	1,706,590,226
Total Debt Applicable to the Legal Debt Limit	25.15%	429,169,451
Legal Debt Margin	74.85%	\$1,277,420,775

By subtracting a county's amount of incurred debt from its Legal Debt Limit one can determine the county's Legal Debt Margin, that is the amount of debt the county could still incur before reaching its Legal Debt Limit. By keeping our debt level well below our debt limit, Harford County has maintained favorable debt ratio, cited as partially responsible for our high bond rating.

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### TOTAL DEBT

Estimated Long Term Debt	429,169,451
Estimated Self Sustaining Debt	195,819,271
Total Bonded Debt	<u>\$624,988,722</u>

### ASSESSABLE BASE

Total Assessable Base	29,490,553,020
Less Tax Exempt Portion	<u>2,506,869,202</u>
Total Taxable Value	\$26,983,683,818

### PRINCIPAL TAXPAYERS

(SOURCE: HARFORD COUNTY, MD COMPREHENSIVE ANNUAL FINANCIAL REPORT, FISCAL YEAR ENDED JUNE 30, 2011 {UNAUDITED})

Baltimore Gas & Electric Company .....	\$8,005,772
Exelon Generation Company.....	\$1,971,975
Verizon .....	\$1,929,142
PECO Energy Power Company.....	\$1,209,144
Harford Mall Business Trust .....	\$680,562
Festival at Bel Air, LLC .....	\$607,221
Comcast of Harford County LLC.....	\$506,825
Wells Fargo Northwest .....	\$476,961
Columbia Gas Transmission.....	\$450,402
Bel Air Square LLC .....	\$421,632

### MAJOR EMPLOYERS

#### MAJOR EMPLOYERS\*

(SOURCE: [WWW.HARFORDBUSINESS.ORG](http://WWW.HARFORDBUSINESS.ORG))

Aberdeen Proving Ground.....	13,984
Upper Chesapeake Health System.....	2,720
Harford Community College.....	1,219
Rite Aid Mid-Atlantic Customer Support Center.....	1,167
ShopRite.....	800
Jacobs Technology.....	785
SAIC.....	700
Sephora USA.....	700
Saks Fifth Avenue.....	520
Walmart.....	497

\*Excludes state and local governments, includes higher education. Federal and military facilities exclude contractors.

#### Unemployment Rate as of May, 2012 – 6.9%

(Source: U.S. Bureau of Labor Statistics)

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### EDUCATION

#### HARFORD COUNTY PUBLIC SCHOOLS

(SOURCE: [WWW.HCPS.ORG](http://WWW.HCPS.ORG))

33 Elementary Schools  
 9 Middle Schools  
 9 High Schools  
 1 Technical High School  
 1 John Archer Public Special Education School  
 1 Alternative Education School  
3 Magnet Programs:  
 - Science and Mathematics Academy  
 - Global Studies Program/International  
 Baccalaureate Diploma Program  
 - Natural Resources & Agricultural Sciences  
 Program

**Actual Harford County Public Schools  
 Enrollment for FY 12 – 38,224**

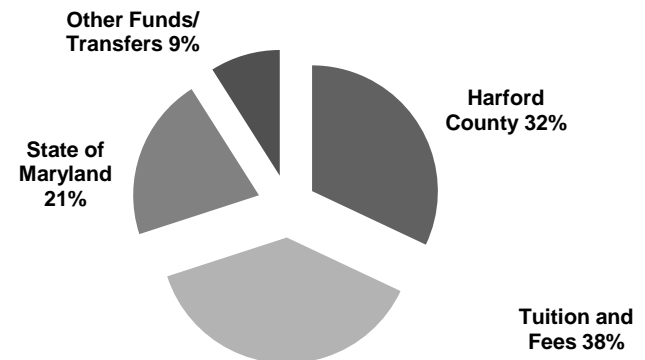
**Projected FTE Staff for 2013 – 5,441**

#### HARFORD COMMUNITY COLLEGE

(SOURCE: WWW.HARFORD.EDU)

Full Time Equivalent Enrollment.....	3,885
Number of Students:	
Full Time Students.....	1,998
Part Time Students.....	7,562
Average Age.....	26.3
Associate Degree Seeking .....	7,447
Certificate Seeking .....	304
Non Degree Seeking .....	1,809

**Harford Community College  
 Funding Sources  
 FY 2011**



## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### PUBLIC SAFETY

#### SHERIFF

Number of Law Enforcement Officers - 292  
Number of Community Policing Programs - 298  
Number of Neighborhood Watch Programs - 24  
Number of Police Responses – 150,711  
Number of Emergency Apparatus - 365  
Number of Facilities - 18

#### FIRE/EMERGENCY MEDICAL SERVICES

Number of Fire & Medical Calls Dispatched – 30,952  
Number of Non-Emergency Calls Received – 167,589  
Number of 911 Calls – 108,865  
Number of Calls Dispatched to Harford County Sheriff's Office – 150,711  
Emergency Operations Center Activations/Exercises – 15  
Number of Emergency Apparatus – 236  
Number Stations:  
Main Stations – 12  
Sub-Stations – 16

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### PUBLIC WORKS

#### Highways:

Miles of streets maintained by the County  
Blacktop – 660.06  
Tar & Chip – 345.26  
Earth – 46.57

Number of Streetlights – 5,392

Number of Snow Routes – 75

Number of Bridges – 222

#### Water & Sewer

Daily average water consumption in gallons – approx. 11,300,000

Daily average effluent treatment in gallons – approx. 11,700,000

#### Solid Waste Services:

Tons of recycled materials collected annually – 172,000  
(calendar year 2010)

Tons of solid waste processed annually – 145,340 (includes  
HWDC Landfill, and WTE Plant)

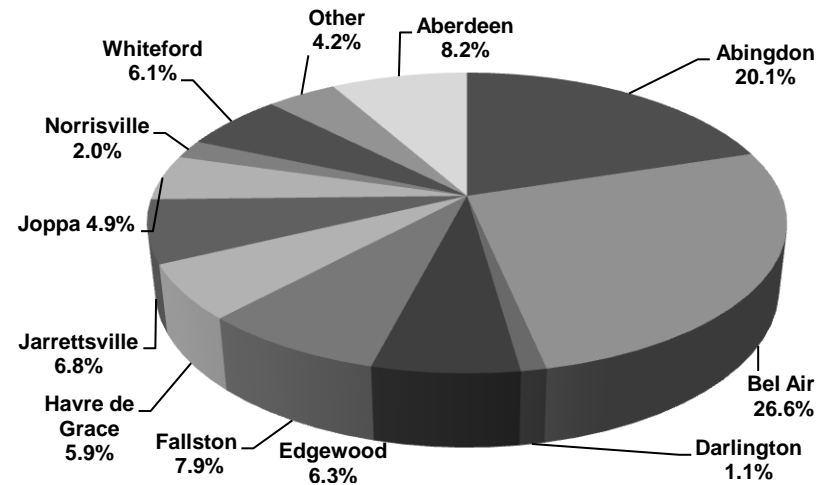
## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### LIBRARIES

(SOURCE: HARFORD COUNTY LIBRARIES ONLINE – [www.hcplonline.info](http://www.hcplonline.info))

Number of Branches – 11 service outlets  
Number of Registered Borrowers – 163,129  
Circulation – 4,814,696 (FY 11)  
Materials Collection – 1,025,022  
Virtual Visits to Library – 7,580,450 (FY 11)  
Public Access Computers – 351  
Full Time Equivalent Personnel – 239.04  
Volunteer Hours – 34,758 (FY 11)

Circulation by Branch



### PERMITS & INSPECTIONS

Permits Issued\* – 14,633  
New Residential Permits Issued – 468  
Total Inspections Completed – 39,757  
(\*Includes building, electrical, plumbing, mechanical)

### CULTURAL AND RECREATION ATTRACTIONS

Anita C. Leight Estuary Center  
Concord Point Lighthouse  
Eden Mill Nature Center  
Fiore Winery  
Harford County Equestrian Center  
Harford Glen Environmental Education Center  
Havre de Grace Decoy Museum  
Havre de Grace Maritime Museum  
Hays House

Ironbirds Stadium  
Ladew Topiary Gardens  
Liriodendron Mansion  
Rockfield Manor  
Rocks State Park  
Steppingstone Farm Museum  
Susquehanna Lockhouse Museum  
Susquehanna State Park  
Swan Harbor Farm

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### **AGRICULTURAL**

The Harford County Agricultural Land Preservation Program allows land owners to preserve farmland for future generations through the use of conservation easements; in addition, the land owner receives payment and / or a tax credit for selling their development rights. As of June, 2011 the County has acquired 46,871 acres of farmland through County and State Agricultural Preservation along with donated easements. There are six Farmers' Markets throughout the County with over 70 vendors, attracting in excess of 1,000 customers weekly. Harford County has approximately 3,000 head of dairy cattle, 3,500 head of beef cattle, and is the home to over 7,300 horses. Equine, Direct Marketed, and Value-added goods are the fastest growing Ag sectors in Harford County.

### **Harford County 2010 Land Use Land Cover:**

(Source: MD Department of Planning)

#### **DEVELOPED LAND:**

Very Low Density Residential – 21,850 acres / 7.8%  
Low Density Residential – 37,455 acres / 13.3%  
Medium Density Residential – 12,881 acres / 4.6%  
High Density Residential – 4,357 acres / 1.6%  
Commercial – 5,083 acres / 1.8%  
Industrial – 1,999 acres / 0.7%  
Lands/Institutional/Transportation – 22,108 acres / 7.9%  
  
Total Developed Land – 105,733 acres / 37.7%

#### **RESOURCE LAND:**

Agriculture – 82,124 acres / 29.3%  
Forest – 85,309 acres / 30.4  
Extractive/Barren/Bare – 379 acres / 0.1%  
Wetland – 7,182 / 2.6%  
  
Total Resource Land – 174,994 acres / 62.3%  
  
Total Land Area – 280,727 acres / 83.7%  
Total Water Area – 54,563 acres / 16.3%

**Total Acreage – 335,290**

### **RECREATION**

Volunteer Recreation Councils – 22  
Number of Parks and Recreation Volunteers – 25,115  
Acres of County and Municipal Park Land – 4,640  
Acres of encompassing five State parks – 7,087.23

### **HEALTH**

*Medical Institutions:* Upper Chesapeake Medical Center and Harford Memorial Hospital

Inspections of food establishments: The Food Control Program regulates, inspects, and licenses all facilities in Harford County that sell or provide food to the public, in accordance with the Code of Maryland Regulations (COMAR) 10.15.03, which govern food service facilities. These facilities include, but are not limited to: restaurants, carry-outs, fast food stores, grocery stores, convenience stores, schools, churches, hospitals, nursing homes, mobile food units, snowball stands, food vending areas, and temporary food stands.

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### **ELECTIONS**

Number of Registered Voters - 154,000 (As of June 25, 2012)

### **TRANSPORTATION**

#### *Harford County Transportation Service:*

Annual Ridership – 299,865

Number of Vehicles – 39

Vehicle Miles Traveled – 595,780

Major Highways – I-95, US 40, US 1, and MD 24

#### *Distance to:*

Wilmington, DE – 40 miles

Washington, D.C. – 60 miles

Philadelphia, PA – 75 miles

Harrisburg, PA – 80 miles

Richmond, VA – 140 miles

New York, NY – 165 miles

#### *Air for Charter and Corporate flights:*

Harford County Airport, Aldino

Fallston Airport, Fallston

Forest Hill Business Airpark, Forest Hill

#### *Train:*

Commuter – Amtrak

MARC (MD Rail Commuter – Edgewood, Aberdeen)

Freight – CSX Transportation, Conrail

## **COMPARING MARYLAND COUNTY STATISTICS**

### **POPULATION**

(SOURCE: Quick Facts from the US Census Bureau, 2010 data)

Montgomery County - 971,777

Prince George's County - 863,420

Baltimore County - 805,029

Baltimore City - 620,961

Anne Arundel County - 537,656

Howard County - 287,085

Harford County - 244,826

Carroll County - 167,134

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### COMPARING VARIOUS COUNTY BUDGETS

(SOURCE: OPERATING BUDGETS - [MARYLAND MANUAL ONLINE](#); CAPITAL BUDGETS - COUNTY WEBSITES)

	<u>FY 12 Operating</u>	<u>FY 12 Capital</u>
Anne Arundel County	\$1,175,639,200	\$296,010,395
Baltimore County	\$1,754,479,668	\$659,496,814
Baltimore City	\$1,407,868,024	\$406,136,000
Montgomery County	\$3,463,808,364	\$799,502,000
Prince George's County	\$1,638,913,800	\$322,611,00
Howard County	\$1,216,016,183	\$187,954,000
Harford County	\$605,802,541	\$132,578,017
Carroll County	\$349,630,000	\$64,383,128

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### PROPERTY TAX RATES

Real Property  
Tax Rates  
July 1, 2012 – June 30, 2013  
Per \$100

	Maryland	
		\$0.1120
1	Baltimore City	\$2.2680
5	Charles	\$1.1210
6	Kent	\$1.0220
7	Howard	\$1.0140
2	Baltimore County	\$1.1000
3	Harford	\$1.0420
4	Carroll	\$1.0180
12	Cecil	\$0.9907
8	Garrett	\$0.9900
9	Allegany	\$0.9810
14	Dorchester	\$0.9760
10	Prince George's	\$0.9600
11	Washington	\$0.9480
17	Anne Arundel	\$0.9410
13	Frederick	\$0.9360
16	Calvert	\$0.8920
18	Caroline	\$0.8900
15	Somerset	\$0.8837
19	St. Mary's	\$0.8570
20	Queen Anne's	\$0.8470
21	Wicomico	\$0.8404
22	Worcester	\$0.7700
23	Montgomery	\$0.7240
24	Talbot	\$0.4910

Business Personal Property  
Tax Rates  
July 1, 2012 – June 30, 2013  
Per \$100

	Maryland	None
1	Baltimore City	\$5.6700
2	Baltimore County	\$2.7500
3	Harford	\$2.6050
4	Carroll	\$2.5450
5	Charles	\$2.8025
6	Howard	\$2.5350
7	Allegany	\$2.4525
8	Prince George's	\$2.4000
9	Washington	\$2.3700
10	Cecil	\$2.4768
11	Somerset	\$2.2092
12	Dorchester	\$2.4400
13	Calvert	\$2.2300
14	Anne Arundel	\$2.352
15	Caroline	\$2.2300
16	St. Mary's	\$2.1430
17	Wicomico	\$2.1010
18	Worcester	\$1.9250
19	Montgomery	\$1.8100
	Garrett*	
	Frederick *	
	Kent*	
	Queen Anne's*	
	Talbot*	

(SOURCE: [www.dat.state.md.us](http://www.dat.state.md.us))

\*NONE ON BUSINESS, ONLY UTILITY

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### PERSONAL INCOME TAX RATES 2012

(SOURCE: WWW.INDIVIDUALS.MARYLANDTAXES.COM)

1	Howard	3.20%
2	Montgomery	3.20%
3	Prince George's	3.20%
7	Baltimore City	3.20%
13	Queen Anne's	3.20%
4	Somerset	3.15%
5	Wicomico	3.10%
6	Harford	3.06%
8	Carroll	3.05%
11	Allegany	3.05%
9	St. Mary's	3.00%
10	Frederick	2.96%
12	Charles	2.90%
14	Kent	2.85%
15	Baltimore County	2.83%
16	Calvert	2.80%
17	Cecil	2.80%
18	Washington	2.80%
19	Garrett	2.65%
20	Caroline	2.63%
21	Dorchester	2.62%
22	Anne Arundel	2.49%
23	Talbot	2.25%
24	Worcester	1.25%



***Flowering Dogwood***  
***Official Harford County Tree***

## COUNTY BUDGET POLICIES/PROCESS

Harford County's Fiscal Policies and Budget Process were framed by the County Charter and the County Code; expanded by our Business Plan; enhanced by recommendations of the Government Finance Officers Association; and conform to Federal, State and local regulations as well as the requirements of the Governmental Accounting Standards Board.

At the core of these policies and processes is the Administration's determination to remain conservative financial managers while recognizing fluctuations in the economy, changing trends, the adoption of new laws, and the concerns of our citizens. The County realizes the need to constantly review, and adapt where necessary, our ways of conducting business.

Harford County's Fiscal Policies are based on and have evolved from:

### **I HARFORD COUNTY CHARTER, ARTICLE V, BUDGET AND FINANCE**

The Harford County Charter, Article V, Budget and Finance sets the Fiscal, Tax and Budget Year to begin on the first day of July and to end on the thirtieth day of June of the succeeding year.

The Charter requires the County budget to be comprehensive in scope and to represent a complete financial plan for the County. Required elements include revenue and expense estimates, debt, debt service, contingency reserves, cash surpluses and historical spending figures. The County Council is charged with adopting the annual budget and levying taxes sufficient to balance the budget, i.e., revenues equal expenses.

The Charter establishes policies concerning supplemental, emergency and unexpended appropriations, as well as transferring appropriations, limiting expenditures, defining the composition of funds, and amending the budget.

The County may incur debt per the Charter, however:

- no debt for a term of one year or greater shall be incurred by the County to meet operating expenses;

- all debt for a term in excess of one year shall become due no later than 30 years after the date of issuance, except debt incurred to finance water, sewer, and wastewater facilities, which shall become due no later than 40 years after the date of issuance; and

- debt should be made payable within the probable useful life of the improvement or undertaking.

### **II ANNOTATED CODE OF MARYLAND – DEBT LIMIT**

Pursuant to Article 25A, 5(P) of the Annotated Code of Maryland (1998 Replacement Volume and 2001 Supplement), Harford County, as a charter county, is limited in the amount of general obligation supported debt it can issue to an amount equal to a total of 6% of the assessable base of Real Property and 15% of Personal Property.

## COUNTY BUDGET POLICIES/PROCESS

### **III CODE OF HARFORD COUNTY, MARYLAND – FISCAL IMPACT STATEMENTS**

The Code of Harford County, Maryland, Part I Administrative Legislation, Chapter 31, Fiscal Impact, requires that all proposed legislation before the County Council be reviewed for its fiscal impact prior to a public hearing. Since any law could affect the cost of government, it is County policy to provide to the legislative body such information as is necessary to assess the direct and indirect costs of pending legislation. Additionally, the County provides information on fiscal impacts to the State government for any State legislation under consideration which would affect Harford County.

### **IV HARFORD COUNTY'S FIVE YEAR BUSINESS PLAN**

- A THE EVOLUTION OF THE PLAN** – In addition to State and County legal requirements, various County administrations have initiated studies and developed plans and policies to successfully manage the County's finances. These policies evolved over time. Budget shortfalls experienced by the State of Maryland greatly impacted the way the County does business. By 1993, these studies, plans and policies were consolidated in a Five Year Business Plan. Components of the Plan are updated annually and the entire Plan is to be reviewed, revised, and/or reaffirmed every five years. This Plan has become the basis from which most of the County's fiscal policy has been derived.
- 1 FISCAL YEAR 1988** – The County Administration, at that time, wanted to assure the citizens of Harford County that funding for public services, programs, and facilities was sufficient to assure effectiveness; appropriate as to source; and fair and equitable throughout the County. To this end, the Administration began in September 1987 to develop a ten year model for operating and capital budgets in the General, Highways and Water and Sewer Funds. Various department heads participated in identifying the needs of the County and its school system, Community College, Library System, and Public Safety Divisions.
  - 2 FISCAL YEAR 1991** – In December 1990, the newly elected Administration recognized that, for the foreseeable future, revenues available to fund governmental services would not increase as rapidly as in the past. They undertook a complete review of the County's operating budgets and capital improvement program. At that time the State of Maryland, and most of its subdivisions were dealing with dwindling revenues of a magnitude that had not been seen for quite some time, and which had resulted from a decline in new construction; increased unemployment; fewer available Federal and State grant funds; and a general economic slowdown. In addition, Harford County real property tax assessment growth was capped at 6% per year for residential properties, further limiting projected revenue. Credit rating agencies had judged the County to be well managed, both from executive and financial management considerations. The Administration was committed to maintaining sound management practices in all areas, and established a goal to address the current business cycle and to plan for the future, while not increasing the existing property tax rate.

## COUNTY BUDGET POLICIES/PROCESS

- 3 **FISCAL YEAR 1992** – Through prudent budgeting and stringent cost-saving measures the County Administration developed a Fiscal Year 1992 budget which included an unappropriated fund balance of \$6.3 million. However, the State of Maryland was facing an anticipated \$445 million revenue shortfall. Twice during Fiscal Year 1992 the State enacted measures to eliminate their deficit by reducing State assistance to local governments. Harford County's share of the reduction was \$3.3 million. The County was able to absorb the reduction through expenditure savings and an increase in revenues.
- 4 **FISCAL YEAR 1993** – The County budget included a \$7.7 million unappropriated fund balance, but the State again announced an anticipated revenue shortfall of \$150 million. This time the State, which had been liable for the Social Security costs of the local governments' Boards of Education, Community Colleges and Library systems, passed that liability to the counties. This unanticipated expense cost Harford County over \$6 million for Fiscal Year 1993.

The County increased a number of fees for permits and licenses to more nearly reflect the cost of providing the oversight responsibility it held in these areas. The "capped" real property tax assessment was also increased to 10% per year. In addition, the County Administration adopted the initial Five Year Business Plan.

- 5 **FISCAL YEAR 2004** – Multiple factors impacted the County's budget development for Fiscal Year 2004. On the revenue side, the national economy slowed, stock markets declined, and unemployment rates rose leading to a drop in Income Tax receipts; and once again the State of Maryland was projecting major funding deficits for the current and upcoming fiscal years. On the expense side, the County was faced with the price tag for implementing the Federal "No Child Left Behind" and the State "Bridge to Excellence" education legislation, a projected 30% increase in health benefit costs, and a pay and classification structure for County employees that had not been realigned since 1997, leaving Harford County out of line with other Maryland local governments. These factors resulted in belt tightening measures so stringent that our General Fund Budget was reduced by almost \$4 million over the Fiscal Year 2003 budget. This led to scrutiny of and amendments to our Fiscal Policies. A major change to the County's financial management practices was converting from a standard of maintaining a level of debt service no greater than 5% of the General Fund Budget to a policy of keeping that debt to as small a portion of the General Fund Budget as is realistically possible, while not tied to a set ratio. This change allowed for conservative, yet fluid, responsible and fiscally prudent debt management.
- 6 **FISCAL YEAR 2007** – Shortly after taking office, County Executive Craig was apprised of the extent to which the Department of Defense's Base Realignment and Closure (BRAC) actions would impact Aberdeen Proving Ground (APG) and Harford County. BRAC, combined with jobs that will be indirectly created, was projected to increase the County's population by as much as 55,000 over the next ten years. However, the County Executive kept foremost in his budget development consideration of those issues pertinent to our present citizens: enhancing our educational system; maintaining public safety; protecting our environment; and preserving our quality of life.

County Executive Craig charged the Treasurer and the Chief of Budget to meet with all County departments, outside agencies, and the towns, in order to compile a database, combining all of the operating and capital needs these groups project for the next ten years.

## COUNTY BUDGET POLICIES/PROCESS

Then each group was asked how BRAC would change those needs. This data was then analyzed for consistency with the County's Master Plan and for affordability in light of projected revenues. This data is now updated annually and forms the basis for our Capital Improvement Program, our annual Capital Budget, and anticipated future on-going operating expenditures.

By Executive Order, the County Executive appointed the BRAC Planning and Advisory Commission (BPAC) to identify the opportunities and challenges resulting from BRAC and its increased activities on and off APG, to define the infrastructure needs required to support these activities, and to evaluate the ability of the County to meet these challenges and fulfill the needs. This resulted in a BRAC Action Plan which delineates preparatory steps the County must take and must fund.

This is a process that will evolve over the next ten years, while we will simultaneously deal with changes to the national and state economies, legislated mandates, and the will of our citizens. The dynamic will be challenging and will have significant impact on our strategic planning.

The Administration has formalized a process for budget development, which starts each year with revising our database. The information is shared with our Planning & Zoning Department for compliance with our amendments to our Master Plan. Existing services are evaluated via performance measures to assure best practices. Federal, State and local legislation is monitored for fiscal impact. We consult with the County Council, the towns and outside agencies to share data and explore cooperative agreements. Research is conducted to consider alternative means of doing business. Revenue streams are analyzed and trends noted. Service charges are evaluated and adjusted to fair levels; as yet untapped funding sources are explored. The Administration has however established the policy that bonded debt and its resulting debt service is to be kept to as small a portion of the General Fund Budget as realistically possible, while not tied to a set ratio.

**B CORNERSTONES OF THE PLAN** – Harford County's Five Year Business Plan addresses the areas of Financial and Strategic Planning, Debt and Cash Management, Revenues, plus Operating and Capital Budget Policies, to ensure that the County is capable of adequately funding and providing those local government services needed by the community.

**1 FINANCIAL PLANNING** – A Six Point Plan was designed to address economic cycles and maintain the existing property tax rate.

- a. Expenditures will be reviewed and approved based on real versus perceived need.
- b. Each function, service, project, and expenditure will be reviewed as to its affordability.
- c. New sources of revenue will be identified and advanced.
- d. We will prepare, integrate through planning, and maintain conservative annual operating budgets and multi-year spending plans.
- e. We will plan for and preserve a prescribed year-end fund balance to maintain our credit rating, and to provide for emergency needs.

## COUNTY BUDGET POLICIES/PROCESS

- f. We will develop and implement a new Ten Year Capital Program based on affordability and sound debt management practices.

### **2 STRATEGIC PLANNING** – The Business Plan also incorporates Ten Principles of Sound Financial Management.

- a. The planning system in the County will continue as a dynamic process which is synchronized with the Capital Improvement Program, Capital Budget, and Operating Budget. The County's Land Use Plan shall not be allowed to become static. There will continue to be a periodic review of the plans at least every five years.
- b. New private projects increase the assessable bases in the County and provide the funding for operating budgets and capital projects of the County. Harford County must continue to diversify its economic base by encouraging commercial employment and associated revenues. Such business and industry must be in accord with plans and ordinances of the County.
- c. Annual budgets shall continue to show fiscal restraint. Further, it is imperative that a positive cash balance (surplus) be shown in the General Fund at the end of the fiscal year. If necessary, spending during the fiscal year will be reduced sufficiently to create a cash surplus.
  - (1) A managed operational (contingency) reserve shall be maintained in the General Fund at a level sufficient to provide temporary financing of unforeseen needs of an emergency nature, to permit orderly adjustment to changes resulting from termination of revenue sources through actions of other governmental bodies, and to meet unexpected small increases in service delivery costs.
  - (2) The reserve will be maintained at a level not to exceed 3% of the total General Fund, and any other fund, in any given fiscal year per Section 506(6) of the County Charter.
  - (3) A managed reserve shall be maintained as part of the General Fund. The reserve will be maintained at a level not less than 5% of the total General Fund disbursements in any given fiscal year.
- d. If a deficit appears to be forthcoming, the County Executive shall direct that a freeze be placed on personnel hiring and new capital expenditures. Exceptions are to be made only on a tightly controlled case by case basis.
- e. Harford County's cash management system must continue to receive full support and cooperation from all County agencies. Such a system is an indication of the soundness and professionalism of the County's financial management process.
- f. All efforts must be made to improve the productivity of the County's programs and its employees. The County's productivity analysis process is a dynamic part of the administration.
- g. Continuing effort must be made to reduce duplicative functions within the County government and the autonomous agencies, particularly those which receive appropriations from the General Fund.
- h. The County's debt ratios shall be maintained at the following levels:
  - (1) Net Bonded Debt is to be maintained at a level no more than 2.3% of the full case value of assessable property in the County.
  - (2) Bonded debt and its resulting debt service are to be kept at a level not higher than 10% of the General Fund Budget.

## COUNTY BUDGET POLICIES/PROCESS

- i. Debt must not expand beyond that already contemplated. Self liquidating bonds will be issued only after careful analysis for fiscal soundness to ensure that revenue sources are properly in place and appropriate covenants protect the fiscal soundness of the County.
- j. The County has, and will continue to maintain a high standard of accounting practices in conformance with Generally Accepted Accounting Principles (GAAP) through the following practices:
  - (1) The accounting system will maintain records on a basis consistent with accepted standards for local government accounting (according to GASB, NCGA, AICPA and FASB).
  - (2) Regular monthly financial reports and annual financial statements will present a summary of financial activity by governmental funds and all funds respectively.
  - (3) An independent firm of certified public accountants will perform an annual financial and compliance audit, and will publicly issue an opinion which will be incorporated into the Comprehensive Annual Financial Report (CAFR).
  - (4) Annually, the County will seek the Government Finance Officers Association (GFOA) certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.
  - (5) The County will regularly report to the National Federation of Municipal Analysts on the activities occurring in the County.
  - (6) Interim Financial Statements will be prepared as of December 31<sup>st</sup> of each year and furnished to the Electronic Municipal Market Access System (EMMA) and to the rating agencies.

**3 DEBT MANAGEMENT** – In order to provide an adequate physical infrastructure, improve services, and channel growth while maintaining the County's quality of life, a balanced approach to capital funding was adopted.

- a. The County will issue General Obligation Bonds for new buildings, and major renovations and repairs to existing buildings which contribute to the life of an asset.
- b. Water and Sewer projects will be financed with long term debt, only after sources of revenue, such as connection charges and/or assessments to property owners who will benefit from the improvements, have been established to pay the annual debt payments.
- c. Pay-As-You-Go (Paygo) will continue to be used for minor renovation and repair projects which have an asset life of less than ten years.

### DEBT BURDEN ANALYSIS

Debt burden is a measurement of the relationship between the debt of the County and its property tax base and population. The broadest and most generally available measure of wealth in the community is the assessed valuation of all taxable property. In addition, debt can be compared to population to determine a per capita burden level. The County makes these comparisons each time it offers bonds for sale. They are included in the official statements that are distributed to prospective investors. A Debt Burden Analysis spreadsheet is updated annually for the Business Plan and is included in the Fiscal Year Budget Summary section of this budget document.

## COUNTY BUDGET POLICIES/PROCESS

- 4 CASH MANAGEMENT** – To achieve the most productive use of cash, minimize operating costs, and provide maximum flexibility the County shall:
- Pool cash from the different funds for investment purposes.
  - Invest 100% of its idle cash on a continuous basis.
  - Make a cash flow analysis of all funds on a regular basis. Disbursement, collection, and deposit of all funds will be scheduled to ensure maximum cash availability.
  - Analyze market conditions and investment securities daily to determine the best possible return on all cash investments.
  - Make arrangements with a bank on a contractual basis for a specified period of time and with specified fees for each service rendered.
- 5 REVENUE POLICIES** – The plan calls for a diversified and stable revenue system to shelter the County from short-run fluctuations in any one revenue source.
- Revenue Estimating and Long Range Forecasts
    - The County will estimate its annual revenues by an objective, analytical process.
    - Annually, the County will update revenue projections for the next three years. As part of this annual process each existing and potential revenue source will be re-examined.
  - Property Tax Base and Rates
    - The Treasurer shall make all checks necessary to assure that property appraisal and assessment procedures are fair and accurate, even though these are State functions.
    - The Treasurer and the Director of Planning and Zoning shall check property classifications to ensure that zoned land carries the proper appraisal.
    - The County will follow an aggressive policy of collecting property tax revenues. The annual level of uncollected property taxes shall not exceed 1.0%.
  - User Charges, Service Fees, Fines, Etc.
    - The County will maintain all user charges and fees at a level related to the cost of providing the service. A review of the user charge and fees will be completed annually to determine the impact of inflation, and/or changes in activity, and determine if adjustments in the rate are necessary.
    - The County will set the fees and user charges of enterprise funds, such as water and sewer, at a level that fully supports the total direct and indirect cost of the activity – including the cost of annual depreciation of capital assets.
- 6 OPERATING BUDGET POLICIES**
- Expenditures - The County will pay for all current expenditures with current revenues. The County will avoid budgetary procedures that balance current appropriations at the expense of meeting future years' obligations, such as postponing expenditures, accruing future years' revenues, or rolling over short-term debt.

## COUNTY BUDGET POLICIES/PROCESS

- b. Maintenance of Capital Plant and Equipment - The budget will provide for adequate maintenance of capital plant and equipment and for their orderly replacement based on the schedule prepared under the capital improvement budget policy.
- c. Pension Plans - The County will provide for adequate funding of the Volunteer Firemen's Pension Program and the Sheriff's Pension Plan by establishing an actuarial reserve. Pay-as-you-go pensions will not be established. Actuarial analysis will be performed at least biannually on the pension systems. Adjustments in benefits will be authorized through legislation only after the test of actuarial soundness.
- d. Budgetary Control
  - (1) The County will maintain a budgetary control system to assist in adhering to the enacted budgets of the various operating funds.
  - (2) The County will, at least monthly, prepare regular reports comparing actual revenues and expenditures to budgeted amounts.
- e. Three Year Expenditure Plan - Annually, the County will update expenditure projections for the next three years. Projections will include estimated operating costs of future capital improvements that are included in the capital budget.
- f. Fiscal Impact Statements - Fiscal Impact Statements shall be prepared for all legislative proposals and resolutions in accordance with local law. Statements shall also be prepared on any new administrative policy, procedure, or program that is proposed. Fiscal Impact Statements shall also be prepared to determine future financial impact of subdivision approvals. The fiscal impact shall be assessed on both the expenditure and revenue side of the budget.

### 7 CAPITAL IMPROVEMENT BUDGET POLICIES

- a. Generally
  - (1) All capital improvements and various related projects must be made in accordance with the Approved Capital Improvement Program.
  - (2) Annually, the Planning Advisory Board shall consider an itemized list of all capital projects and the capital improvement program which all agencies of the County government propose to undertake in the ensuing fiscal year and the next succeeding five fiscal years thereafter. After consideration by the Planning Advisory Board, the Director of Planning shall transmit to the County Executive, together with his recommendation, a list of projects recommended by said Board to be undertaken in the periods aforesaid and the estimated cost thereof.
  - (3) The County's Capital Review Subcommittee will simultaneously review the same list of projects and make recommendations to the County Executive, based on each project's compatibility with the County's Master Plan, the coordination of projects between departments, and what items need to be considered for inclusion in preventive maintenance projects.
  - (4) The County shall coordinate the capital improvement budget with the operating budget. Debt service operating costs will be projected and included in the operating budget forecasts. Debt service and, therefore, approved capital projects must follow the standard debt policies of the County.
- b. Five Year Capital Improvement Program
  - (1) In accordance with the Harford County Charter, the County will adopt a five-year Capital Improvement Plan and update it annually.

## COUNTY BUDGET POLICIES/PROCESS

- (2) The County will annually enact capital improvements based on the Five-Year Plan.
- c. Financing Projects
  - (1) All projects must be funded in accordance with the adopted County debt policy.
  - (2) The County will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the County Council for approval.
  - (3) The County will utilize the least costly method of financing all new projects.

### V **HARFORD COUNTY'S STRATEGIC PLAN**

For Harford County, Strategic Planning is not just a function of budgeting, but a multi-faceted approach to resource management designed to maintain the County's quality of life, while preparing for our future. The County's Master Plan and the Administration's goals are the basis on which Performance Management and Budgets are built.

#### **THE MASTER PLAN**

- 1969 The County's first comprehensive land use plans were developed.
- 1972 With the adoption of the Harford County Charter, Article VII calls for the Department of Planning and Zoning to prepare and propose Master Plans from time to time. Such plans may be initiated by order of the County Executive or by legislative act of the Council. Master Plans provide direction for addressing future growth, revitalization, the provision of adequate public facilities, economic development, and the preservation and protection of natural resources, agricultural lands, and historic resources.
- 1977 The County's second comprehensive plan was prepared. This Harford County Master Plan marked the beginning of comprehensive planning under the new charter form of government.

THE DEVELOPMENT ENVELOPE – concept, which defined a geographic area for planned development, was introduced in the 1977 Master Plan. This concept allowed the County to begin staging and directing more intense growth into a specific area, namely the corridors defined by I-95/U.S. Route 40 and the MD Route 24 corridor north to Bel Air.

- 1988 An alternative approach to a single Master Plan was introduced requiring the inclusion of elements which further advance the purposes of the Master Plan.

A LAND USE ELEMENT PLAN – which is viewed as the core of the Master Plan shall show proposals for public, private, residential, commercial, industrial, agricultural and recreational uses of land. The plan should show the most appropriate and desirable patterns for the general location, character, extent, and interrelationship of the manner in which the community should use its public and private land at specified times as far into the future as is reasonable.

## COUNTY BUDGET POLICIES/PROCESS

A TRANSPORTATION PLAN – covering all types of highways or streets, airways, waterways and railways. The plan should again detail the most appropriate and desirable pattern for circulating persons and goods at specific times as far into the future as is reasonable.

A WATER & SEWER MASTER PLAN – sets the foundation for timing and planning of public water and sewer facilities in appropriately zoned areas.

A SOLID WASTE MASTER PLAN – evaluates the County's solid waste management operations and establishes a 10 year management program for these operations.

THE CHESAPEAKE BAY CRITICAL AREA PROGRAM – is designed to manage land use within 1,000 feet of tidal waters and tidal wetlands. Its goal is to protect water quality and natural habitat, and to accommodate future growth based on environmentally sensitive areas.

THE RURAL ELEMENT PLAN - addresses preservation of the County's rural character and promotion of agriculture as the primary economic enterprise in the rural areas.

THE LAND PRESERVATION AND RECREATION PLAN – addresses the County's need for open space and recreational areas, and considers these areas as part of a larger system of preserved lands. It also explores the relationships between land used for recreation, in the broader context of preservation, and appropriate use of natural resources.

Additional implementation tools were added, such as the ADEQUATE PUBLIC FACILITIES PROGRAM (APF) to help manage growth more effectively in the Development Envelope. APF simply says the existing public facilities for water, sewer, schools and roads must be adequate to support planned land development.

- 1992 The State enacted the Maryland Economic Growth, Resource Protection and Planning Act, which required that certain “visions” be incorporated into county and municipal master plans. These visions include: development in concentrated suitable areas; protection of sensitive areas; protection of rural areas and resources; stewardship of the Chesapeake Bay; conservation of resources; economic growth; and addressing funding mechanisms.
- 1996 The Master Plan and the Land Use Element Plan were combined to strengthen the core of the planning process. The Development Envelope concept was maintained, concluding that there was sufficient capacity within the Envelope to support projected growth for approximately 18 years. Development of the 1996 plan was largely based on a community planning process involving ten Community Planning Councils, whose common issues, balanced with each community's individuality, provided guidance for a countywide vision on land use. Additional elements were added:

## COUNTY BUDGET POLICIES/PROCESS

A NATURAL RESOURCES ELEMENT PLAN – includes methods for protecting environmental resources, including streams and their buffers, steep slopes, floodplains, and the habitats of threatened and endangered species.

A HISTORIC PRESERVATION PLAN – explains how historic structures and archaeological sites can further an awareness of the importance of the County's heritage among the citizens.

AN EDGEWOOD COMMUNITY PLAN – is a comprehensive revitalization strategy to improve physical, social, and economic conditions within the Edgewood community, which strives to guide future growth and sustain the community's character and values.

A JOPPA/JOPPATOWNE COMMUNITY PLAN – is a community level master plan that serves as a blueprint for the physical development and redevelopment of the community.

- 1997 While the visions of the State's 1992 Planning Act remain as a foundation for all local and State plans, and the work accomplished under this act helped to shape five pieces of legislation passed by the State General Assembly, collectively known as "Smart Growth". These directed the State to target programs and funding to support established communities and locally designated growth areas and to protect rural areas.
- 2004 The Master Plan begins by defining the relationship between the Land Use Element Plan and the other elements, all of which will be updated concurrently, to ensure consistency with the initiatives outlined in the Land Use Element Plan. This is a first step in developing a consolidated Comprehensive Plan.

Also included for 2004 was an updated RURAL ELEMENT PLAN, and:

A COMMUNITY FACILITIES PLAN ELEMENT – which goes as far into the future as is reasonable with appropriate and desirable proposals for parks and recreation areas, schools and other educational and cultural facilities, libraries, churches, hospitals, social welfare and medical facilities, institutions, fire stations, police stations, jails, and other public office or administrative facilities.

Interjurisdictional coordination, as called for by the State of Maryland to direct future growth toward existing population centers, is also addressed in the 2004 plan, to develop a regional approach to growth management and resource protection.

A CONSOLIDATED PLAN – which outlines how the County will use Federal, State, and Local funds to address the housing and community development needs of low to moderate income families in the community.

DESIGNATED GROWTH AREAS are also included for 2004. While the Development Envelope is included in these growth areas, other pockets of the County will be developed as well, mainly the HEAT (Higher Education and Applied Technology) Center, Harford Community College, municipalities, rural villages and certain mixed office use locations.

## COUNTY BUDGET POLICIES/PROCESS

The 2004 Plan also incorporates the “Visions” of the Maryland Planning Act and Smart Growth Initiatives, including Priority Funding Areas and implementation of a Rural Legacy Program. Building on these State programs, Harford County has developed a series of Guiding Principles, which form the foundation for the Land Use Element Plan, and in effect provide the County’s vision for growth management and resource protection: Quality of Life; Stewardship of our Resources; Growth Management; Redevelopment and Revitalization; Commitment to Communities; Coordination among Agencies; and a Sound, Balanced, and Diversified Local Economy.

- 2008 Preservation Priority Plan – State mandated plan to define a specific area of the county for Agriculture Preservation enhances and complemented the objectives and strategies in the Rural Element Plan.
- 2008 Rewrite Zoning Code and Subdivision Regulations – overhauled and enhanced the zoning and subdivision regulations with 21<sup>st</sup> century design standards.
- 2009 Updated the Natural Resource Element Plan – included was the State mandated Water Resource Element which assessed the county public and private water demand and supply and provided a strategic plan for future water resources.
- 2009 Updated Transportation Plan – enhanced bicycle and pedestrian strategies as well as included air quality strategies.
- 2010 Updated Historic Preservation Plan
- 2012 The 2012 Master Plan and Land Use Element Plan is signed into law by the County Executive. The Land Use Element Plan identifies general areas in Harford County where agricultural, residential, commercial, industrial and open space uses will be allowed. The Plan serves as a policy document to ensure a compatible pattern of land uses throughout the County.

## **VI PERFORMANCE MEASURE MANAGEMENT**

In 1996, Harford County became the first jurisdiction in Maryland to institute Performance Based Management through all levels of County Government. In addition to current and future basic operational obligations, we must also recognize those expenses, to be funded for the

upcoming year and committed to future budgets, which work towards meeting the Administration’s short term objectives and long term goals. The need to align department/agency strategic plans, budgets, and performance measures with the Countywide Mission, Vision, Goals and Objectives has become increasingly clear. Throughout their terms, each County Executive has held periodic work sessions to reaffirm their Vision and Mission, and to reevaluate and/or redesign their goals.

## COUNTY BUDGET POLICIES/PROCESS

Each agency funded by Harford County has also been charged with developing its own Mission Statement and Goals, in support of the County's overall Vision, Mission, Goals and Objectives. In addition, the departments had to establish short-term Objectives to meet their Goals, and various Performance Measures to quantify their success or failure to meet their Objectives. After reviewing our Performance Based Management system, which was instituted in 1996, it was found that our measurements were portraying an incomplete picture of the County's efforts. The analysis showed that over 40% of performance measures were output oriented. The Budget Office instituted better guidelines and a new performance measure program that provides accurate information as to how well we are progressing towards accomplishing the County's Mission, Goals, and Objectives. This program should answer the following questions: what is being achieved; how efficiently was the work performed; and whether or not citizens were assisted and satisfied.

### A ELEMENTS

- 1 **VISION:** What the organization would look like if it achieved its mission. Something seen in the future after mission is achieved.
- 2 **MISSION:** The charge, assignment, or purpose given to an organization or part of that organization. It should define who the customer/client is, and why the organization exists.
- 3 **GOAL:** The condition or state that one is striving to achieve. Usually long-term and may be beyond what might reasonably be expected to be achieved. Goals should give more specific direction on how the mission will be achieved. A goal should be a statement of broad direction, purpose or intent based on the needs of and issues facing the community. A good goal should begin with "To" and a verb, and should identify the customer.
- 4 **OBJECTIVE:** A statement of the condition or state one expects to achieve. An objective should be realistic, measurable, generally within the control of the organization and time constrained.
- 5 **PERFORMANCE MEASURES:** Data which indicates if you are achieving results on your strategic plan. Performance Measures help translate an organization's mission, vision, and strategy with tangible objectives.

Harford County's concept encompasses a "family" of measures approach in order to present a balanced picture of performance. The "family" of measures includes the following types:

- a. Input – Value of resources used to produce an output.
- b. Output – Quantity or number of units produced. Outputs are measurable.
- c. Efficiency – Inputs used per unit of output (or outputs per input).
- d. Service Quality – Degree to which customers are satisfied with a program or how accurately or timely a service is provided.

## COUNTY BUDGET POLICIES/PROCESS

- e. Outcome – Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Outcome focuses on the ultimate “why” of providing a service.

### **B PLANNING, BUDGETING, MANAGING, & ACCOUNTING ARE ALL LINKED**

They all deal with the allocation of resources, and budgeting must not be a numbers crunching episode, but a planning activity matching financial resources to achieve program goals.

### **C STRATEGIC PLANNING**

Strategic planning requires analyzing: the community’s strengths that can be leveraged; weaknesses to be improved upon, current and future opportunities; and critical needs that should be addressed. The results of these analyses should then be used to establish broad goals to guide us in decision making. Strategic planning means:

- 1 **IDENTIFYING “STAKEHOLDERS”** (the citizens and groups) and their concerns, needs, and priorities. Harford County does this now with citizen surveys, public hearings, and reports from boards, commissions, and councils.
- 2 **RECEIVING INPUT FROM STAFF** on long range plans, their fiscal impact and the related consequences of decisions. We annually ask each department for input of any problems or opportunities the County may face in the next three years.
- 3 **DEVELOPING TREND ANALYSIS OF NEEDS AND RESOURCES** including capital projects which ultimately result in operating expenses. The County Executive receives input from the Spending Affordability Committee and the Planning and Zoning Advisory Board.

### **D BUDGETING**

#### **1 REVIEW THE PAST:**

- a. Did you meet your targets last year?
- b. By themselves, measurements do not tell the whole story about program performance, although variances of actual performance from planned performance or trends over time do raise “red flags” about problems or opportunities.
- c. Variances do not per se constitute value judgments about whether the program or its managers performed well or poorly.
- d. The important point when examining variances is to understand WHY they occurred and what the program can do about them.
- e. Even a negative result can work to one’s benefit if it justifies more resources being allocated to get the job done.

#### **2 PLAN THE FUTURE:** Operational Planning and Control

- a. Probably the most frequent and important use of performance measures.

## COUNTY BUDGET POLICIES/PROCESS

- b. Departmental staff are also asked to evaluate program or position requests for possible trade offs/reductions/or elimination; changing service levels; and changing the allocation of resources.

### **3 DEVELOPING A FUNDING LEVEL REQUEST** – must be justified in terms of the delivery of benefits to the clients and the difference the program will make to the community.

## **E MANAGING**

The budget and performance management are not just annual exercises but should be used as management tools throughout the year.

### **1 MONITORING THROUGHOUT THE YEAR:**

- a. Assures your program is on course.
- b. Alerts one to any problems as they occur and avoids surprises.

### **2 BENCHMARKING:**

- a. Measuring our progress against other jurisdictions or even just our own past performance

### **3 YEAR END REVIEW:**

- a. To evaluate performance and to set future direction

Are you on target?

Is the program efficient/effective?

Will you need to employ more or less resources next year?

Do you need to change how you are doing business?

Do you need to change what you are measuring?

## **F ACCOUNTING**

Accounting is a relationship between those who control or manage an entity and those who possess formal power over them. It requires the accountable party to provide an explanation or a satisfactory reason for his or her activities and the results of efforts to achieve the specified tasks or objectives. This assists citizens both in assessing how well we are doing our job and in making economic, social, and political decisions. Accountability is the paramount objective from which all other objectives flow. Responsibility to the Taxpayers include that governments and agencies are entrusted with public resources and the authority for applying them, and have a responsibility to render a full accounting of their activities; taxpayers are generally involuntary resource providers; the amount of taxes individuals pay often seems to bear little relationship to the services they receive; often no “exchange” relationship exists between resources provided and services received.

## COUNTY BUDGET POLICIES/PROCESS

### **G ASSURING THE CITIZENS ARE SATISFIED WITH THEIR GOVERNMENT**

#### **1 GOVERNMENTS SHOULD MONITOR AND EVALUATE STAKEHOLDER SATISFACTION WITH PROGRAMS AND SERVICES.**

#### **2 THEY SHOULD SEE THINGS FROM THE CITIZENS' POINT OF VIEW:**

- a. It's possible to have a very busy year without making any difference to citizens;
- b. The public will not be greatly interested in the amount and type of work output information; although useful to program managers it is not meaningful to the public;
- c. Citizens want to know how programs are affecting their lives and the quality of life of society. Client benefit/impact and strategic outcome information are more important to them.

### **VII HARFORD COUNTY'S ADMINISTRATIVE FISCAL POLICIES**

#### **A LONG TERM FINANCING TECHNIQUES**

- 1 GENERAL OBLIGATION BONDS** – are also known as full faith and credit bonds, and their quality and payment is based on the general credit and taxing power of the County. The County must take whatever actions are necessary to assure repayment. Such bonds are typically used to finance the capital portion of tax supported, general public purpose governmental activities with schools, libraries, and public safety buildings being the most common uses of bond proceeds.
- 2 REVENUE BONDS** – unlike general obligation bonds, are payable solely from identified sources of revenue, which may be derived from rates, fees, or charges for service imposed on users of the financed project; tax increments; or specified General Fund non ad valorem tax revenues. Typically these bonds are used for the County owned water and sewer system activities of treatment, collection, production, and distribution.
- 3 SPECIAL ASSESSMENT BONDS** – Under law the County may establish assessment districts and issue bonds for infrastructure improvements. The bonds are secured solely by the properties in the district, with revenues generated by a special assessment or tax on the properties.
- 4 LEASE PURCHASE/CERTIFICATES OF PARTICIPATION** – are obligations of the public entity secured by an installment sale or leaseback arrangement with a public entity lease. The lessee generally pledges general operating revenues to cover the lease payments, which may or may not be reimbursed by revenues from the projects. These obligations do not constitute indebtedness under Maryland constitutional debt limitation. Payments to be made under valid leases are payable only in the year in which use and occupancy of the leased property is available, and lease payments may not be accelerated.

## COUNTY BUDGET POLICIES/PROCESS

### **B INTERACTION OF FEDERAL, STATE, AND COUNTY GOVERNMENTS**

All enacted laws and regulations imposed by Federal and State legislation must be carefully monitored by County Government to determine the eventual consequence on local expenditure requirements. Although Harford County actively pursues available intergovernmental financing to supplement funding of its programs, it is County policy to review the long-term financial impacts of all such programs to avoid eventual dependence on outside funding sources. It would not be prudent for County Government to rely on continued grant funding of programs that influence the welfare and safety of the community.

### **C SHARING FINANCIAL RESPONSIBILITY**

In an effort to provide and finance all desirable, but discretionary services to our citizens, Harford County Government analyzes its role in the provision of each service and determines the equitable financial burden of payment among taxpayers and users of those services. Harford County Government subsidizes individual consumers to alleviate emergency financial needs, and private providers to ensure the availability of facilities or services to the community. For example, the County, through the local Emergency Assistance Program, provides direct payments to clients in need. County Government provides supplemental payments to the Harford Center, Inc., and the ARC – Northern Chesapeake Region, Inc. to compensate for any shortfalls between State funding and the actual costs of providing care to the severely mentally retarded, and multiple handicapped residents in the community.

### **D ALTERNATE SERVICE DELIVERY**

Harford County encourages and supports participation by private markets in public service delivery as long as all Government objectives are met, and the economic benefits to the community surpass direct Government involvement. Currently, many services are contracted through the private sector to provide specific programs and activities on behalf of County Government, such as medical and dental consultant services, topographic mapping services, and water quality analysis. Additional contracts have been established for electrical and air conditioning/heating improvements and/or repairs to County buildings. This approach to alternate service delivery eliminates Government replication of services and reduces funding requirements for requisite County programs and activities. Capital project contract management and engineering services have been established as requirements contracts.

### **E PRIVATE INVESTMENTS**

Under certain circumstances, County Government encourages private investments in the form of partial or total financial participation, or matching funds, to support programs or projects that would otherwise not be implemented for the public good alone. Examples of this would include developer participation in road construction, water and sewer lines, and lateral extensions. Whenever the costs of public investment are directly related to a private benefit, such as infrastructure in residential developments, County Government will seek to determine equitable limits to cost sharing.

### **F DIRECT MATCHING GRANTS**

Where appropriate, County Government provides public funds to private and nonprofit organizations to support activities directly beneficial to the community. An example of such a grant would be the County Government's direct grant to the Harford County Historical Society for

## COUNTY BUDGET POLICIES/PROCESS

support of historic preservation efforts. County Government provides this type of grant assistance if private activity enhances or promotes public welfare, interest, and concern throughout the community.

### **G PUBLIC INVESTMENT SUPPORTING PRIVATE INITIATIVES**

In carefully controlled situations, County Government utilizes public funds to promote private enterprise initiatives. If, after thorough analysis and assessment, such investment is deemed beneficial to the social, economic, or environmental climate of the community, direct financing is made available by County Government.

### **H PARTICIPATION IN INDUSTRIAL REVENUE BONDS**

Harford County Government is authorized, under provisions of the Internal Revenue Code and the Maryland Economic Development Act, to issue Industrial Revenue Bonds and to participate in financing through the Maryland Industrial Development Financing Authority. Although significant restrictions to such bond issues are imposed, County Government endorses applications for issuance of Industrial Revenue Bonds when development proposals demonstrate positive economic, social, and fiscal advantages to the County's future. Neither the credit nor the taxing power of Harford County may be pledged to the payment of principal, interest, or other costs of such bonds.

### **I MULTIPLE USE OF FACILITIES**

Increasing costs of capital investment in buildings and facilities demand optimal use by more than one type of government program or service, consideration of future population trends, and service or program emphasis. County Government requires planning coordination among its departments and agencies, other user agencies, and when appropriate, private user organizations to ensure the functional lifetimes of all such buildings and facilities extend well beyond the current generation. An example of such a multiple use facility would be when the Board of Education builds a new elementary school, the County provides funds to enlarge the school's gym; the enlarged gym is then shared by the school and various Parks and Recreation community groups. Other examples would be the joint Norrisville Library/Community Center and the McFaul Senior/Youth Center.

### **J COORDINATED INTERDEPARTMENTAL PROCUREMENT**

Many operating necessities, such as office automation, computerization, and telecommunications are common to all departments and agencies of County Government. Current policy requires interdepartmental coordination and review of procurement requests to ensure compatibility of equipment, reduce duplications, and achieve the greatest cost savings prior to actual purchase. The taxpayers and County Government have obtained substantial benefits and economies through a cooperative procurement policy. The Procurement Department has furnished pre-qualification policies and procedures for construction contracts for capital projects. The County works on joint bids with the Board of Education, Harford Community College, the Harford County Library System, and other governmental agencies when practicable.

## COUNTY BUDGET POLICIES/PROCESS

### K RETIREMENT PLANS

- 1 **COUNTY GOVERNMENT** – employees participate in either of two plans; both plans are administered by the State of Maryland under provisions of Article 73B of the Annotated Code of Maryland:
  - a. The Employees' Retirement System of the State of Maryland was established October 1, 1941, with Harford County joining March 1, 1948. Plan Members contribute up to 7% of their covered salary, while Harford County Government is required to contribute at an actuarially determined rate.
  - b. The Employees' Pension System of the State of Maryland was established January 1, 1980, with Harford County joining on July 1, 1999. Plan members contribute 7% of their covered salary, while Harford County Government is required to contribute at an actuarially determined rate.
- 2 **THE HARFORD COUNTY SHERIFF'S OFFICE PENSION SYSTEM** – is a single employer defined benefit pension trust plan established by Harford County effective July 1, 1997 for certain law enforcement and correctional employees of the Office of the Sheriff of Harford County. Plan members are required to contribute 7% of their annual covered salary. The County is required to contribute at an actuarially determined rate. The system provides retirement, disability and death benefits to plan members and their beneficiaries. Effective July 1, 2005, per Bill 05-22, a Cost of Living increase of the CPE-U is limited to 3% applied each July 1. Harford County Bill No. 97-20 assigns the authority to establish and amend the benefit provisions of the plan to Harford County Government by County ordinance.

The Harford County Council adopted resolution number 20-06 on June 6, 2006, to approve participation in the law enforcement officers' pension system (LEOPS) effective July 1, 2006, for all eligible Harford County's Deputy Sheriffs who are sworn, certified law enforcement officers. The plan is administered by the State Retirement and Pension System of Maryland. Plan members contribute 4% of their covered salary while Harford County Government is required to contribute at an actuarially determined rate.
- 3 **THE VOLUNTEER FIREMEN'S PENSION SYSTEM** – was instituted by Harford County Government on January 31, 1975 and is a single employer defined benefit length of service award program (LOSAP). Based on County statutes, firemen and ambulance personnel are eligible to participate upon accumulating "50 (fifty) points", which are determined in accordance with a specific point system. Benefits vest upon 25 years of service credit and are payable at 55 years of age. The County must provide annual contributions sufficient to satisfy the actuarially determined contribution requirements. Additional periodic County contributions are determined by an actuarially determined rate. Since there are no "Salaries", the rate cannot be expressed as a percentage of covered payrolls. There are no participant financed benefits in this plan. Administrative costs are financed through investment earnings. The plan generally provides \$5,000 burial benefits and certain benefits for disability. Regular benefits are calculated at \$12 per month for each of the first 25 years of service, plus \$6 per month for each year in excess of 25. The maximum benefit is \$450 per month.

## COUNTY BUDGET POLICIES/PROCESS

- 4 POST RETIREMENT BENEFIT PLANS** – The County offers post-retirement medical and life insurance benefits to Harford County retirees. These benefits are referred to as Other Post Employment Benefits (OPEB). During Fiscal Year 2008, the County established a trust to act as the funding mechanism for the (OPEB) Plan. Funding for retiree benefits is not required by law other than pay-as-you-go amounts necessary to provide current benefits. Contributions to the OPEB Trust Fund may be made annually as appropriated by the County Council. The County's annual OPEB cost is actuarially determined in accordance with Governmental Accounting Standards Board (GASB) Statement 45. Plan benefits are accounted for on an accrual basis.

### **L SELF INSURANCE AND RISK MANAGEMENT**

Harford County has been self-insured for Workers' Compensation, General, and Automobile liability claims since July 1, 1982. The Self-Insurance Program is administered by a Risk Manager, as required by County Code (Part I, Chapter 9, Article XXII, Risk Management, Safety and Accident Review Board). The County implemented a policy of combining commercially purchased insurance with the retention of higher deductible levels, the use of selective self-insurance programs, and the implementation of a risk management program, which includes a county-wide safety program.

- 1 WORKERS' COMPENSATION** – Harford County carries excess commercial coverage with a \$2,500,000 retention level for claims. The County also maintains reserve funds of \$750,000 for workers' compensation claims.
- 2 GENERAL AND AUTOMOBILE LIABILITY** – Since September 5, 1991, the County has carried excess commercial coverage, with a \$350,000 or \$500,000 retention for claims.
- 3 PROPERTY DAMAGE** – The County carries commercial property insurance coverage with a \$25,000 deductible on real and personal property, and a \$25,000 deductible for physical damage to County owned vehicles.

## **VIII HARFORD COUNTY'S ACCOUNTING POLICIES**

- A BASIC FINANCIAL STATEMENTS** – Harford County Government's basic financial statements are comprised of three components: 1) government-wide financial statements; 2) fund financial statements; and 3) notes to the financial statements.

- 1 GOVERNMENT-WIDE FINANCIAL STATEMENTS** – The government-wide financial statements are designed to provide readers with a broad overview of Harford County Government's finances, in a manner similar to a private sector business. As a general rule, the effect of Interfund activity is eliminated from these statements. Exceptions are payments in lieu of taxes and other charges between the water and sewer function and various other functions of the government. Elimination of these charges would distort the direct costs and program revenues reported for the various functions concerned.

## COUNTY BUDGET POLICIES/PROCESS

- a. The statement of net assets – presents information on all of Harford County Government’s assets and liabilities, with the difference between the two reported as net assets. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position and condition of Harford County Government is improving or deteriorating.
- b. The statement of activities – presents information showing how the government’s net assets changed during the most recent fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but not used vacation leave).

Both of the government-wide financial statements distinguish functions of Harford County Government that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The governmental activities of Harford County Government include general government, public safety, highways and streets, solid waste, economic development, agricultural land preservation and parks and recreation. The business-type activities of Harford County Government include Water and Sewer operations.

The government-wide financial statements include not only Harford County Government itself (known as the primary government), but also legally separate component units: Harford County Board of Education, Harford Community College, and Harford County Library and Harford Center, Inc. Financial information for these component units is reported separately from the financial information presented for the primary government itself.

- 2 FUND FINANCIAL STATEMENTS** – A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Harford County Government, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance related legal requirements. All of the funds of Harford County Government can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.
- 3 NOTES TO THE FINANCIAL STATEMENTS** – The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

### B FUND CATEGORIES

- 1 GOVERNMENTAL FUNDS** – Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government’s near term financing requirements.

## COUNTY BUDGET POLICIES/PROCESS

Harford County Government maintains seven individual governmental funds:

- a. THE GENERAL FUND is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. For the County, the General Fund includes such activities as public safety, education, and recreation services.
- b. THE HIGHWAYS OPERATING FUND accounts for dedicated revenues that are legally restricted to the maintenance, care, and repair of roads and bridges located outside the boundaries of the three incorporated municipalities in Harford County. This fund also includes Traffic Safety and County-related transportation expenses.
- c. THE GRANTS FUND accounts for the receipt, appropriation, and expenditure of federal, state, and private monies in accordance with Harford County Charter, Article V, Budget and Finance.
- d. THE AGRICULTURAL LAND PRESERVATION FUND accounts for dedicated transfer tax revenues and provides for easement purchases of County agricultural land.
- e. THE CAPITAL PROJECT FUND accounts for financial resources to be used for the acquisition or construction of major capital facilities of all major and non-major governmental funds.
- f. PARKS AND RECREATION FUND is a non-major fund which accounts for the receipts and expenditures of the self-supporting activities of the Emmorton Recreation and Tennis Center, Recreation Councils and/or the Oakington Peninsula.
- g. TAX INCREMENT FINANCING FUND is a special fund for deposit of a certain portion of the real property tax collected in a development district and used to finance or reimburse the cost of special obligation bonds for certain public improvements relating to the district without constituting a general obligation of the County.

**2 PROPRIETARY FUNDS** – Harford County Government maintains two different types of proprietary funds:

- a. ENTERPRISE FUNDS are used to report the same functions presented as business-type activities in the government-wide financial statements. Harford County Government uses an enterprise fund to account for its Water and Sewer activities.
- b. INTERNAL SERVICE FUNDS are an accounting device used to accumulate and allocate costs internally among Harford County Government's various functions. Harford County Government uses an internal service fund to account for risk management. Because this service predominantly benefits governmental rather than business-type functions, it has been included within governmental activities in the government-wide financial statements.

**3 FIDUCIARY FUNDS** – Fiduciary funds are used to account for resources held for the benefit of parties outside the government.

Fiduciary funds are not reflected in the government-wide financial statement because the resources of those funds are not available to support Harford County Government's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

a. Pension Trust Funds

- (1) Sheriff's Office Pension Trust Fund: This trust fund was established to account for the pension of certain law enforcement and correctional employees of the Office of the Sheriff of Harford County.

## COUNTY BUDGET POLICIES/PROCESS

- (2) Firemen's Length of Service Awards Program (LOSAP): This trust fund was established to account for the pension system for the volunteer fire personnel serving the various independent volunteer fire companies in the County.
- b. Private Purpose Trust Funds
  - (1) Revolving Loan Fund: This private purpose trust fund was established in February 1998. This account, joined with funding from several local lending institutions, provides loans to credit worthy businesses unable to obtain financing through traditional sources due to limited equity, collateral, or marginal cash flow. It serves as an alternative incentive offered by the County to attract, expand or retain a small business by extending below market rates and favorable terms.
  - (2) BVL Cooperating Parties Group: This private purpose trust fund was established in September 1996 to account for revenues collected from potentially responsible parties for the purpose of undertaking the design and construction of the remedial systems deemed necessary at the Bush Valley Landfill Site.
  - (3) Bar Library Trust Fund: The Bar Library private purpose trust fund was established in 1999 to account for all expenditures associated with the operations of the Bar Library of the Circuit Court of Harford County. Fines and appearance fees are sources of revenue.

### **C BASIS OF ACCOUNTING**

The government-wide, proprietary, and fiduciary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized when measurable and available. Revenues are considered available when they are collectible within the current period, or soon enough thereafter to pay liabilities of the current period. For this purpose the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, and claims and judgments, are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and capital leases are reported as other financing sources. Property taxes, income taxes, state shared tax revenues, and interest associated with the current fiscal period are all considered to be susceptible to accrual, and therefore have been recognized as revenues of the current fiscal period. Only the portion of special assessments receivable items are considered to be measurable and available only when cash is received by the government.

### **D BASIS OF BUDGETING**

Annual budgets are adopted for the General Fund, Highways Fund, Agricultural Preservation Fund, Parks and Recreation Fund, Capital Projects Fund, Enterprise Fund, Internal Service Fund, Firemen's LOSAP Fund, and the Sheriff's Office Pension Trust Fund. Budgets are not adopted for the remaining private purpose trust funds due to their nature. The Internal Service Fund and the Pension Trust Fund budgets are for management control only. Budgets are adopted using the same basis of accounting as that used for reporting purposes, except for the following:

## COUNTY BUDGET POLICIES/PROCESS

Encumbrances are treated as expenditures for budgetary accounting purposes

Payroll is accrued for financial statement purposes only

Interfund reimbursements are eliminated for financial statement purposes

The capital budget reflects appropriations for the Capital Projects Fund at the individual project level. Expenditures and encumbrances may not legally exceed appropriations at that level; and, the County Council and the County Executive must approve all transfers of appropriations between projects.

A Statement of Revenues, Expenditures, Encumbrances, and Changes in Fund Balances, Budget (Non-GAAP) vs. Actual is prepared for each governmental fund with an annual budget. These are the General, Highways, Agricultural Preservation and Parks and Recreation funds.

### **IX HARFORD COUNTY'S BUDGET POLICIES**

Harford County Charter, Article V, Budget and Finance, Section 503 establishes the "Comprehensive Scope of Budget". The section states, "The County budget shall consist of the current expense budget, the capital budget and capital program, and the budget message. It shall represent a complete financial plan for the County reflecting all receipts and disbursements from all sources, including all revenues, all expenditures, and the surplus or deficit in the general fund and all special funds of the County government".

#### **A FUND STRUCTURE**

While Harford County's "Funds" are classified as either Governmental, Proprietary, or Fiduciary for accounting purposes, "Budget Funds" were established to comply with the Harford County Charter, Article V, Budget and Finance, Section 502(b). This defines the term "County funds" to... "mean any monies appropriated or approved by the Council or to which the County may at any time have legal or equitable title".

- 1 CURRENT EXPENSE BUDGET** – Harford County Charter, Article V, Budget and Finance, Section 506, Contents of the Current Expense Budget (1) requires "a statement of all revenue estimated to be received by the County during the ensuing fiscal year, classified to show the receipts by funds and sources of income" be included in the annual proposed expense budget. The current expense budget is the County's Annual Operating Budget; it is a work plan for each fiscal year. Harford County has established various "Funds" to record the receipt and application of resources used to conduct government operations. These funds are appropriated, spent, and recorded separately based on legal requirements, their source, or the nature of the program they provide for. They include:
  - a. Operating Funds
    - (1) The General Fund – is the principal operating fund for Harford County Government and encompasses all financial resources and activities not required by law or County policy to be maintained in another specific fund. Charter Section 523(b) also

## COUNTY BUDGET POLICIES/PROCESS

states “No general fund revenues or receipts shall be dedicated to, expended for, or used to supplement appropriations from a special fund except as a loan to such special fund”.

- (2) Solid Waste Services – includes revenues derived from, and expenses incurred for, the County’s management of solid waste.
- (3) The Highways Fund – covers dedicated revenues derived from specific taxes, or earmarked by their source, to be used for: the maintenance, care, and repair of roads and bridges located outside the boundaries of the three incorporated municipalities in Harford County; traffic safety; county-related transportation expenses; and the County’s fleet maintenance.

b. Enterprise Funds

- (1) The Water and Sewer Fund – was established in accordance with Section 522 of the County Charter which requires a “Separate budget for each utility shall be included in the current expense and capital budget”. The fund covers the operations of the County’s water and sewer systems. The systems are financed primarily through charges to customers for services provided.
- (2) The Water and Sewer Debt Service Fund – includes the payment of principal and interest on long-term water and sewer bonds and loans. The debt provides funding for Water and Sewer capital projects. User fees and surtaxes generate the revenue for this fund.

c. Special Revenue Funds – Two additional funds were established by Harford County on July 1, 2001 in response to the Governmental Accounting Standards Board (GASB) Statement No. 34, which requires certain accounts the County previously treated as Trust & Agency funds, be included in the operating budget as Special Revenue Funds.

- (1) The State Agricultural Preservation Fund – is used to purchase easement rights on agricultural land. Revenue for this fund is derived from a State Agricultural Land Transfer Tax, and County matching funds.
- (2) The County Agricultural Preservation Fund – is used to purchase easement rights on agricultural land. Revenue for this fund is derived from: Harford County’s Transfer Tax, investment income, and the proceeds from installment loan funds in the County’s Agricultural Land Preservation Program.

d. Other Funds – An additional fund was established by Harford County in response to the Governmental Accounting Standards Board (GASB) Statement No. 34, which requires certain self-sustaining accounts be included in a local government’s operating budget beginning July 1, 2001.

- (1) The Parks and Recreation Special Revenue Fund – in which revenues generated from fees and rents charged by the Department of Parks and Recreation, for activities of a self-sustaining nature, are used to fund those same activities.

**2 CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM** – Harford County Charter, Section 507, Contents of the Capital Budget and Capital Program, calls for “a statement of the receipts anticipated during the ensuing fiscal year from all borrowing and from other sources for capital projects.”

a. Project Types:

Harford County’s Annual Capital Budget details the phase of each capital project the County has scheduled for that fiscal year. The Capital Improvement Program (CIP) provides the same detail for each of the next five fiscal years. The Capital Budget and

## COUNTY BUDGET POLICIES/PROCESS

the CIP are divided into different project types, based on the nature of the project, the funding source, or which department has responsibility. Project types include:

- (1) General Projects – these include projects funded with County General Fund Paygo, County Bonds, Recordation or Transfer Tax receipts, State, Federal, Developer or “Other” Funds. The projects are the responsibility of the County Administration, Sheriff’s Office, Emergency Operations, Volunteer Fire Companies, the Board of Education, Harford Community College, and/or the County’s Library System.
  - (2) Highways Projects – are funded with County Highway revenues, Federal, State, Developer, and “Other” Funds. The projects include: roads, bridges, resurfacing and other projects which fall under the purview of the County’s Department of Public Works.
  - (3) Parks and Recreation Projects – are those for which the County’s Department of Parks and Recreation is directly responsible. They are funded with Parks and Recreation Special Fund revenues, Recordation Tax receipts, Federal, State, and Program Open Space funds.
  - (4) Water and Sewer Projects – encompass any capital improvements or renovations to the County owned Water and Sewer System. In addition to Federal and State funds, the projects are supported with revenues derived from developers and system customers. County General Funds are not used for these projects.
- b. Capital Funds: The various “Funds”, used to record the receipt and application of resources for these projects, are appropriated, spent, and recorded separately based on legal requirements, the source, or the nature of the project they provide for. They include:
- (1) Pay-As-You-Go – In accordance with the County’s Five Year Business Plan and Debt Management policies, Paygo will continue to be used for minor renovation and repair projects which have an asset life of less than ten years.
  - (2) General Obligation Bonds – Also known as full faith and credit bonds, their quality and payment is based on the general credit and taxing power of the County. The County must take whatever actions are necessary to assure repayment. Typically, such bonds are used to finance the capital portion of tax supported general public purpose governmental activities with schools, libraries, and public safety buildings being the most common uses of bond proceeds.
  - (3) Lease Finance – Arrangements to secure short-term funding for certain renovation/repair projects and equipment purchases.
  - (4) Reappropriated – These funds are reallocated from one project to another.
  - (5) Program Open Space – These funds are to support recreation opportunities and come from the State of Maryland through the collection of a State Transfer Tax on real property.
  - (6) State Aid – State funding to assist Harford County in the financing of various capital projects.
  - (7) Recordation Tax – A tax imposed on every instrument of writing recorded or offered for record with the Clerk of Circuit Court (liens, deeds, mortgages, etc.). They are assessed at the rate of \$6.60 per \$1,000 value of the recorded instruments filed with the Clerk of the Circuit Court for Harford County. Of this assessed amount, \$4.40 is dedicated for school debt service first, then new construction or major and capital improvements to existing school facilities. \$1.10 is dedicated to an open space land and recreational fund for the purchase of park lands and development of parks and recreation facilities; and \$1.10 is dedicated for water and sewer debt service.

## COUNTY BUDGET POLICIES/PROCESS

- (8) Transfer Tax – A 1% Transfer Tax on any instrument of writing that conveys title to, or a leasehold interest in, real property. The proceeds are distributed 50% to the County's Agricultural Land Preservation Program, and 50% to fund school site acquisition, school construction, or school debt service.
- (9) Impact Fee – The Maryland General Assembly adopted House Bill 965 (Article 24, Subtitle 10A, Harford County School Construction Financing Section 9-10A-01) in 2004. The bill states, "In general. – The County Council of Harford County, by ordinance, may fix, impose, and provide for the collection of a development impact fee not to exceed \$10,000 for new construction or development...Use of revenues. – The revenues from the special fund may be used only for:
  - a) School site acquisition;
  - b) School construction;
  - c) School renovation;
  - d) School debt reduction; or
  - e) School capital expense."

On June 10, 2005, the County Council of Harford County, Maryland enacted, as amended, Bill No. 05-21 that added Article VI, Public School Development Impact Fee, to Chapter 123, Finance and Taxation, of the Harford County Code. This legislation assures that new development contributes its fair share towards the costs of public schools reasonably necessitated by such new development, and to ensure that new development is reasonably benefited by the construction of new public schools built in whole or part with the proceeds of development impact fees. On December 1, 2009, the County Council enacted Bill No. 09-37 which lowered the impact fee charge as shown in the following table. The purpose of the roll-back in the fee structure was to provide an economic stimulus to the local housing market during the current economic recession.

Type of Residential Development	2009	Fiscal Year 2010	2011
Single Family Detached	8,269	8,269/6,000	6,000
Townhouse/Duplex	5,720	5,720/4,200	4,200
All Other Residential (including Mobile Homes)	1,637	1,637/1,200	1,200

There are exemptions made on housing for the elderly and Continuing Care Retirement Communities.

- (10) Developer Contributions – Developer contributions are applied to projects that provide facilities in approved subdivisions, and represent the developer's portion of the cost of the project.
- (11) Other – There are various other funding sources which may become available. When amounts are material, identifiable, and predictable, they are cited as sources of funding in the capital budget.

## COUNTY BUDGET POLICIES/PROCESS

### B FUNDING SOURCES

- 1 GENERAL FUND** – The General Fund is the principal operating fund for Harford County Government, and encompasses all financial resources and activities, not required by law or County policy, to be maintained in another specific fund. General Fund appropriations are used primarily to finance the administrative activities of the County Government to provide services to its citizens. In addition, allocations of County funds in support of the Board of Education, the Library System, Harford Community College, the Health Department, some State agencies, plus certain non-profit and/or community programs, are made from the General Fund. Charter Section 523 (b) also states “No general fund revenues or receipts shall be dedicated to, expended for, or used to supplement appropriations from a special fund except as a loan to such special fund”. General Fund revenues are derived from:

- a. Property Tax – Properties in Maryland are assessed by the State on a triennial system to establish the value of a property for taxing purposes. Each \$100 of this value, multiplied by a County’s tax rate, determines the amount of taxes due.

Harford County’s current Property Tax rates are:

For Corporate and Personal Property

\$2.2408	Per \$100 of assessed value for all of Harford County
0.3650	A “Differential” imposed on properties outside of the towns, and dedicated to the Highways Fund
\$2.6053	Per \$100 of assessed value for properties outside the towns

For Real Property

\$0.8959	Per \$100 of assessed value for all of Harford County
0.1462	A “Differential” imposed on properties outside of the towns, and dedicated to the Highways Fund
\$1.0421	Per \$100 of assessed value for properties outside the towns

- b. Tax Credits:

- (1) The Homestead Tax Credit program - is a tax relief program originally enacted by the General Assembly in 1977 that requires the counties and municipalities of the state to set up a property tax assessment cap. Harford County has set its Homestead Credit Percentage at 5%. Upon qualification as the principal residence of the homeowner, this credit is automatically processed and is applied to the real property tax bill.
- (2) The Community Association Tax Credit exempts from property tax liability any real property utilized as a public park, playground, or scenic area, which is owned by a qualifying community or development association.
- (3) An Agricultural Preservation Tax Incentive is a tax credit given to land owners in return for their commitment not to develop their farm land for a period of time.
- (4) A Solar Energy Tax Credit is a one time per property credit allowed when a solar or geothermal qualifying energy conservation device is installed.
- (5) An Enterprise Zone Tax Credit is granted to properties located within the enterprise zone on the property’s qualified assessment.

## COUNTY BUDGET POLICIES/PROCESS

- (6) County Supplemental Homeowner Tax Credit provides a credit on real property taxes for homeowners of all ages who qualify on the basis of gross household income. Bill No. 07-06 established a County supplemental tax credit to the State Homeowner's tax credit program.
  - (7) A Landfill Proximity Tax Credit is provided for residential properties located in close proximity to a County-owned landfill.
  - (8) A real property tax credit is available under specific circumstances for the surviving spouse of a veteran who died while in the active military, naval or air service of the United States.
  - (9) A real property tax credit is available under specific circumstances for the surviving spouse of a fire, rescue, law enforcement or emergency medical service personnel who died in active service.
  - (10) Taxpayer Discounts – Harford County offers discounts to its taxpayers for early remittance of property taxes. Although property taxes are due and payable on October 1<sup>st</sup> of each year, discounts of 1% on July payments and ½% on August payments are granted, while interest is charged on all delinquent taxes beginning October 1<sup>st</sup> at a rate of 1.5% per month until paid. In addition, a 6% penalty for non-payment of taxes by October 1<sup>st</sup> is also imposed.
  - c. Income Tax – Each Maryland county determines their own Income Tax rate which is a percentage of the taxable net income disclosed after additions and subtractions to the Federal adjusted gross income. Maryland collects all Income Taxes, then distributes to each local subdivision its share of the annual revenues. Although Income Taxes are imposed and collected on a calendar year basis, the State distributes the funds to the counties over a 9 month period, spreading Harford County's receipts over three fiscal years. For example, Income Taxes on a salary earned from January 1, 2007 until December 31, 2007, were due to be paid to the State on April 15, 2008. Harford County is sent our share in ten distributions, starting with estimated receipts from first quarter withholdings and estimated payments are distributed in May 2008 through a final distribution in September 2009.
  - d. Licenses and Permits are issued for businesses, construction, renovations, cable TV, pets, and marriages. It is County policy to annually review the cost of issuance incurred vs. the revenue generated. While the County's services will never be self supporting, each review determines whether the fee imposed needs to be adjusted to be more "cost neutral".
  - e. State Shared Revenues – include jury compensation; a civil defense rebate and a differential for Police Services which is determined by the County and the Town's assessable base percentage numbers.
  - f. Appropriated Fund Balance – any excess unappropriated fund balance realized at the end of a fiscal year, above the 5% Unappropriated Fund Balance, maintained by County policy, is appropriated into the next fiscal year's budget, and treated as one time funding for that fiscal year.
  - g. Interfund Reimbursements – certain programs conducted with revenue from one fund, provide support to a program conducted with revenue from another source. Those portions of revenue and/or expenses incurred by the one program, but attributable to another program, are transferred via Interfund Reimbursements.
- 2 HIGHWAYS FUND** – The Highways Fund is a separate budgetary/accounting entity as required by County Code. It accounts for dedicated revenues that are legally restricted to expenses relating to highways operations and maintenance, traffic safety, and County-related transportation expenses. The Highways Fund's principal sources of revenue are a County Property Tax differential, State Shared Highways User's Tax Revenue, charges for services, and Intra-County revenues.

## COUNTY BUDGET POLICIES/PROCESS

- a. Property Tax Revenues – Properties in Maryland are assessed by the State on a triennial system to establish the value of a property for taxing purposes. Each \$100 of this value, multiplied by a County's tax rate determines the amount of taxes due. In addition to County-wide Property Taxes, Harford County Code, Chapter 123, Article I, Section 16 requires the County Council to levy an additional tax, or "Differential" on property outside the city and incorporated towns, that when combined with all other Highway revenues, is sufficient to fund:

Maintenance, care, repair, and construction of roads and bridges outside of the incorporated towns.  
All expenses of the County Department of Public Works concerning County highways.  
All expenses of the County and/or Sheriff's Office regarding traffic patrol and highways safety.  
County-related transportation expenses.

The Code also requires this revenue to be accounted for separate and apart from all other funds. For Harford County, the Highways Fund Property Tax Rate for Corporate and Personal Property are:

Property Tax Differential for Corporate and Personal Property:

\$0.390 Per \$100 of assessed value for properties outside the towns

Property Tax Differential for Real Property

\$0.156 Per \$100 of assessed value for properties outside the towns

- b. State Shared Highways Users Tax – Motor vehicle fuel tax, motor vehicle registration fees, a share of the motor vehicle titling tax and a share of the corporate income tax are designated by the State of Maryland as Highways User Revenues. The State shares 30% of these revenues with the counties and municipalities to help fund the construction and maintenance of local roads. The distribution to subdivisions is made according to a formula based on locally maintained road mileage and vehicle registrations.
- c. Charges for Services – These revenues include charges to developers for inspections (mainly of new construction), and technical review of designs and construction drawings of proposed utility installations; review of all proposed County road accesses; signs; and line striping.
- d. Charges to County Departments – Also included in this revenue category are reimbursements from County departments for costs incurred from First Vehicle Services for work on the County's fleet, and for fuel from County pumps for County-owned vehicles.
- 3 WATER AND SEWER OPERATING FUND** – The Water and Sewer Operating Fund was established to account for services provided by the Harford County Government owned Water and Sewer Systems.

## COUNTY BUDGET POLICIES/PROCESS

Harford County Code, Chapter 256-3, declares the County to be a “sanitary district” and that the Department of Public Works Division of Water & Sewer shall exercise control of all publicly owned water, sewerage and wastewater facilities and systems in the County.

The County Council is enabled by the Harford County Code, Chapter 256-4 to establish a sanitary subdistrict and to revise all rates, charges, assessments, or other payments required by or levied by the County.

For the purpose of securing revenue to maintain, repair, and operate its water supply, sewerage or drainage systems, and other expenses, including depreciation allowances, plus interest on and retirement of bonds, the County is authorized by Chapter 256-19 to make various service charges for water, sewer, and drainage service and a charge for water used, and may impose late fees on bills that remain unpaid. The County may also turn off water and levy turn-on and/or turn-off fees; plus upon an owner’s request for cessation or installation of service, the County may charge a fee.

Per Chapter 256-20, a meter is required to be placed on each water connection to the County’s water system. These meters remain the property of the County, and the County can impose a charge for installation of the meter. So enabled by the Code, the County funds its Water and Sewer operations with the following revenues:

a. User Charges

- (1) Water – In addition to a “Usage Charge” for the amount of water consumed, a Base Water charge is also collected from each billing account, to help in recovering some portion of water and sewer operating fixed costs; and a Fire Flow Ready to Serve charge is levied quarterly on domestic customers. A charge is also placed on all customers when the County’s system purchases water from other sources.
- (2) Sewer – As with the water system, in addition to a “Usage Charge” for system service, a Base Sewer Charge is also imposed on customers to recoup a portion of water and sewer operating fixed costs. The Base Sewer Charge is collected from each billing account. All sewer customers are charged when the County secures services from other systems. Specific charges are levied on customers in certain areas of the County where the system secures service from other sources. Septic users and haulers are charged a fee, and developers must pay for some pump station operations.

b. Service Charges

- (1) Tests & Inspections
  - a) On-site Inspection Fees – charges to developers for inspections, usually in areas of new construction.
  - b) Water Line Testing – charges to developers for pressure testing the water lines.
  - c) U&O Reinspection Fees – charges for water and sewer use and occupancy reinspections.
  - d) Lab Testing Fees – tests of water and wastewater conducted at the request of the County Board of Estimates
- (2) Miscellaneous Services
  - a) Design Review – hourly charges to developers for staff time spent on engineering review of water and sewer plans.
  - b) Construction Meter Rental – temporary meters for construction water usage from a hydrant.
  - c) Hydrant Charges – hydrant rental charges and fees for the unauthorized use of hydrants.

## COUNTY BUDGET POLICIES/PROCESS

- d) Job/Shop Repair Orders – charges to customers for installation of service along basic mains, cleaning blockage and repairs, and charges to contractors for equipment repairs.
- e) Meter Installations – charges to customers for installing water meters. The rate is based on the size of the meter.
- f) Miss Utility – a charge to contractors and developers for location of water and sewer lines.
- c. Other Charges
  - (1) Industrial Waste Permits – a fee to industries that discharge a toxic pollutant or require pretreatment of prohibited pollutants.
  - (2) Interest & Penalties – penalties on late payments, and the interest accrued on them; along with turn-on/turn-off fees.
- d. General Government Charges
  - (1) Bad Check Fees – charged on all checks returned for insufficient funds.
  - (2) Publications – requests for revisions to the County's Master Water and Sewer plan are processed through the County Council twice a year. Any requests for revisions at other times require a processing fee.
  - (3) Reproductions – charges to engineers and developers for blueprints of water and sewer plans.
  - (4) Tax Lien Certificates – for a \$50 fee a document is furnished to a taxpayer disclosing all assessments, taxes, and other charges outstanding on any parcel of property prior to transfer of ownership.
  - (5) Sales of Plans and Specifications – revenue from sale of plans and specifications by the County Procurement Department to prospective bidders on Water and Sewer Operating Fund operations.
  - (6) Recovery from Capital Projects – the cost of Water and Sewer salaries, benefits, supplies, materials, and equipment recovered from capital projects.
  - (7) Depreciation – the allocation of the cost of capital assets over their useful lives.
  - (8) Unrestricted Net Assets – surplus funds from prior years, used to finance current operations.
  - (9) Interest Income – earned on the investment of all idle cash in the Water and Sewer Operating Fund, and on miscellaneous invoices.
  - (10) Miscellaneous Revenue – includes sundry fines and forfeitures, the sale of surplus vehicles, and revenues that cannot be otherwise classified.
- 4 WATER AND SEWER DEBT SERVICE FUND** – The Water and Sewer Debt Service Fund provides appropriation authority for the payment of principal and interest on long-term water and sewer bonds and loans. Article V, Section 524 of the Harford County Charter allows the County to incur debt for longer than one year, but not for current operating expenses. All County debt in excess of one year is limited to 30 years after the date of issuance, except debt incurred to finance water, sewer, and wastewater facilities which shall become due not later than 40 years after the date of issuance. These bonds and loans are used to finance the capital projects of the County-owned Water and Sewer System. Revenues for the Water and Sewer Debt Service Fund are derived from:
  - a. System Capital Charges
    - (1) Connection Charges – These charges are based on a graduated scale of \$450 for sewerage connections, and \$650 for water connections based upon: peak demands of gallons per minute, number of fixture units served at peak demand, the

## COUNTY BUDGET POLICIES/PROCESS

- ratio of peak demand to 30 fixture units, and size of the meter. Harford County Code Chapter 256, Article V, Section 44 established these charges. All connection charges must be paid before physical connection to the system or within six months of the date the property is physically benefited.
- (2) Surcharges – Established by Harford County Code Chapter 256, Article V, Section 45.1, surcharges are placed on every water and sewer connection at \$450 per five-eighths inch equivalent area connection charge for water, and similarly \$100 for sewer. Surcharges are to be paid before issuance of a plumbing permit.
  - (3) Development Charges – System development charges were established by Harford County Code Chapter 256, Article V, Section 45.2. Water/sewer mains must be deemed operational by the Department of Public Works, and development charges must be paid before issuance of a plumbing permit for connection. These fees are based on each five-eighths inch equivalent area connection charge, and increase by 6% each July 1<sup>st</sup>.
- b. Assessments
- (1) Recordation Tax receipts – State law imposes a tax on every instrument of writing recorded or offered for record with the Clerk of the Circuit Court (liens, deeds, mortgages, etc.), at the rate of \$6.60 per \$1,000 of the actual consideration to be paid for property transferred, or of the principal amount of the debt secured. Harford County splits the proceeds from this tax: 2/3 to fund School Debt and/or school construction; 1/6 to fund Parks and Recreation Capital projects; and 1/6 to support the Water and Sewer Debt Service Fund.
  - (2) Benefit Assessments – Harford County Code, Chapter 256-27 authorizes the County Council, on the recommendation of the Director of Public Works, to establish an annual “benefit assessment” on all properties in the system to pay for construction, purchase, or establishment of water and/or sewer facilities. The Director of Public Works, after obtaining from the County Treasurer the costs of the capital improvements, shall determine the proper assessment to be levied.
  - (3) User Benefit Assessments – Harford County Code, Chapter 256-45.2 authorizes “user benefit assessments” against all properties which benefited from a connection to County public facilities, to create a fund to pay for the expansion, extension, or reconstruction of the water and/or sewer system. These assessments are to be made for a period of 25 years from the date of connection, and are imposed at a rate of \$70 per five-eighths inch equivalent area connection charge for properties connected to the water/sewer system before December 31, 1991, and \$140 per five-eighths inch equivalent for properties connected after December 31, 1991.
- c. Biological Nutrient Removal Fee/Enhanced Nutrient Removal Fee
- These fees were added to the County Code Chapter 256, Article V, Section 45.5 to cover the debt payment that the County incurred on capital construction costs to install the nutrient removal process at the Sod Run Wastewater Treatment Plant. Sewer system customers are billed each fiscal year based on the customer’s sewer usage. These fees will remain in effect until the total debt service incurred for these projects are retired.
- d. Sanitation Permit
- The County Health Department imposes an assessment and requires a permit to install a septic system. The permit fee is collected by the County Department of Inspections, Licenses, and Permits, and the revenue is divided between the Water & Sewer Debt Service Fund and a General Fund account dedicated to the Health Department.

## COUNTY BUDGET POLICIES/PROCESS

e. Capital Surcharges

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. GASB introduced a financial reporting model through GASB Statement 34, which requires capital contributions flow through income statement as revenues. This account will be used to record surcharges for a limited number of specific projects as well as any future capital surcharges to be set.

f. Investment Income

This account is provided to record interest earned on the investment of all idle cash in the Water & Sewer Debt Service Fund.

g. Interest & Penalties

Chapter 256-19 of the Harford County Code imposes penalty assessments on late payment of water and sewer bills, as well as turn on/turn off fees.

- 5 SOLID WASTE SERVICES** – The Solid Waste Services Account records direct revenues and expenses pertaining to the County's management of the disposal of solid waste. Chapter 109, of the Harford County Code, Environmental Control, establishes the County's official Solid Waste Management Plan.

The Harford County Code establishes the County's authority to set and collect fees and other revenue to support solid waste management. Chapter 157 Licenses and Permits delineates a number of Solid Waste Fees for waste brought to the County's disposal facilities by either commercial haulers or private citizens.

a. Landfill Fees

- (1) Tipping Fee – Hauler Fee (Bill 92) – a per ton fee for disposal of Solid Waste
- (2) Household Waste – private vehicles – a fixed fee based on vehicle class
- (3) Disposal Fees – associated with the disposal of tires, batteries and other items
- (4) Sale of Compost – as part of the Recycling Program of Harford County, leaves and grass are recycled into compost. The compost is sold at the landfill.
- (5) Sale of Mulch – as part of the Recycling Program of Harford County, brush material is chipped and shredded into mulch. The mulch is sold at the landfill.

b. Waste-to-Energy Revenue

- (1) Steam Sales to the U.S. Army
- (2) Recovered materials
- (3) Permitted materials
- (4) Tire disposal
- (5) Tipping Fee – a per ton fee for disposal of Solid Waste

c. Other

- (1) Refuse License sold by the County
- (2) Interest on invoices

## COUNTY BUDGET POLICIES/PROCESS

- (3) General Fund Support – while these activities are mandated by Federal and State regulations, avenues for imposing fees are limited by law and economic conditions can influence the amount of solid waste received. This results in the need for support with General Fund revenues. It should be noted that while Budget Policy defines Solid Waste Services as an individual account for management purposes, the County's financial statements consider it part of the General Fund.

**6 COUNTY AGRICULTURAL PRESERVATION PROGRAM** – With the approval of a majority of voters, an amendment to Section 524, Indebtedness, of Article V, Budget and Finance, of the Harford County Charter effective December 3, 1992, was enacted, allowing the County to enter into installment contracts to purchase easements for agricultural land preservation purposes. These purchases are to be primarily funded with a Transfer Tax.

In addition, the County Council, via Bill No. 93-2, enacted that new Article II, Agricultural Land Preservation Program, be added to Chapter 60, Agriculture, of the Harford County Code, effective April 6, 1993, establishing the Harford County Agricultural Land Preservation Program (HALPP) to preserve productive agricultural land and woodland which provides for the continued production of food and fiber for the citizens of the County. The program is administered by the Department of Planning and Zoning and the Harford County Agricultural Advisory Board.

The Harford County Agricultural Land Preservation Program allows land owners to preserve productive farmland for future generations through the use of conservation easements; in addition, the land owner receives payment for selling their development rights and/or a tax credit.

- a. County Transfer Tax – The Maryland General Assembly enacted House Bill No. 1481 effective July 1, 1992, authorizing the Harford County Council to impose a Transfer Tax. Subsequently the County Council enacted Bill No. 93-3 to add new Article IV, Transfer Tax to Chapter 123 of the Harford County Code, which imposes a 1% Transfer Tax on any instruments of writing that convey title to, or a leasehold interest in, real property, effective July 1, 1993. The proceeds are to be distributed 50% to the County's Agricultural Land Preservation program and 50% to fund school site acquisition, school construction, or school debt service.
- b. Proceeds from Installment Loans – Proceeds from Installment Loans are not cash, but an accounting requirement. When the County enters into an Installment Purchase Agreement (IPA) with a land owner, the terms of the contract are set for the total price, the length of the agreement, and the fixed interest rate at which annual payments are to be made. The IPA's range in length from 10 to 20 years, with the interest and a small portion of the principal being paid each year. At the end of the term the land owner receives a lump sum payment for the remaining portion of the principal.  
For accounting purposes, the County books the value of the IPA's that are anticipated to be initiated during the fiscal year. Though the County will not own the properties until the end of the contract, we do realize the value of ensuring that the farmland will be preserved throughout the term.
- c. Other
  - (1) Investment Income
  - (2) Fund Balance Appropriated

## COUNTY BUDGET POLICIES/PROCESS

**7 STATE AGRICULTURAL PRESERVATION PROGRAM** – The Maryland Agricultural Land Preservation Foundation (MALPF) was created in 1977 by the Maryland General Assembly to preserve productive agricultural land and woodland, via the Purchase of Development Rights (PDR), to provide for the continued production of food and fiber for all citizens of the State. Farmland was also intended to help curb the random expansion of urban development.

MALPF, along with the Maryland Department of Planning, co-administers the Certification of Local Agricultural Land Preservation Programs. MALPF is mainly funded with:

- a. Maryland State's Property Transfer Tax – Harford County receives a portion of the State's Property Transfer Tax, which is assessed on all real property transfers.
- b. Maryland State's Agricultural Land Transfer Tax – Maryland imposes a State Agricultural Land Transfer Tax on all transfers of title on agricultural land taken out of production. Local subdivisions are required to collect the revenue generated by this tax; these funds are then shared with the local as follows:
  - (1) Maryland counties, without Certified Agricultural Land Preservation Programs are required to remit two-thirds of the revenue to MALPF. They retain one-third for agricultural land preservation purposes.
  - (2) Counties that have a Certified Local Agricultural Land Preservation Program may retain 75% of the Agricultural Transfer Tax collected, for preservation purposes, and are required to remit only 25% to the Foundation. Harford County has a certified program.

**8 PARKS & RECREATION SPECIAL FUND** – Prior to FY 02, revenues and expenses related to the self-supporting activities of the Emmorton Recreation and Tennis Center, Recreation Councils, and/or the Oakington Peninsula were accounted for as a Trust Fund. This changed when the Governmental Accounting Standards Board (GASB), the standard setting authority for governmental accounting, introduced a financial reporting model through GASB Statement No. 34, which requires Trust Funds be used only for private purposes, pensions and investments. These Parks and Recreation activities no longer qualified as a "trust" under GASB No. 34, nor did they meet the standards of the Operating General Fund, since their revenues and expenses are dedicated solely to supporting their own programs. Therefore, a Special Revenue Fund was established by Council Bill No. 00-64, effective March 20, 2001. The fund's revenues are:

- a. Charges for Service:
  - (1) Emmorton Recreation & Tennis Center fees, rentals and contributions
  - (2) Skateboard Facility at the McFaul Senior/Youth Center fees
  - (3) Showmobile/Stage Rentals – a mobile stage is rented to recreation councils for non-profit and for-profit organizations
  - (4) Recreation Councils/Special Activities – all revenues generated by the sale of amusement park discount tickets, baseball and basketball tournaments, lacrosse and wrestling summer camps, etc.

## COUNTY BUDGET POLICIES/PROCESS

- (5) Rental of and/or contributions to Oakington Peninsula – a rental of tenant houses, farms or facilities at Swan Harbor and/or Oakington Farm
- b. Other:
  - (1) Fund Balance Appropriated – At the end of some fiscal years, this fund will have a revenue surplus, due to either spending less than budgeted, or generating more money than anticipated. The surplus will be appropriated to the next fiscal year.
  - (2) Capital Project Debt Service Payment – County Tax dollars are not used to support this Special Revenue fund, State Program Open Space capital funding was used to cover the principal and interest payments on the Debt Service incurred to acquire the Emmorton Recreation and Tennis Center. The funds were appropriated to the capital project and then expended to become Intra-County revenue to the operating budget.
  - (3) Miscellaneous Revenue – Since the activities budgeted to this fund are self-supporting, they can only spend what moneys they actually generate. This provides these functions appropriation authority to accept and spend unanticipated revenues.

### **X HARFORD COUNTY'S BUDGET PROCESS**

Starting in Fiscal Year 1997, Harford County incorporated Performance Based Management into our Budget Process. Each Administration determines its Vision for Harford County, develops its Mission Statement, and establishes its long term Goals. Reaching those goals is paramount in making decisions for managing current and future resources. To this end, the Budget Process includes elements of the County's Five-Year Business Plan as follows:

#### **A DETERMINING CURRENT AND FUTURE RESOURCES AND EXPENSES**

Revenue estimates are made annually by objective, analytical processes that are appropriate to fund type. Revenue projections, for the next three years, are updated annually. As part of this annual process each existing and potential revenue source is re-examined. In addition to staff making revenue estimates, starting in Fiscal 1993, a Spending Affordability Committee has been appointed each year by the County Executive, to estimate projected growth in Income and Property Taxes for the upcoming fiscal year. County Executive Craig has also established a Business Roundtable. Three times a year representatives from a cross section of the County's business community meet to discuss current trends they are experiencing. This information provides the County with more accurate and updated data on which to base revenue projections, particularly Income Tax.

#### **B THREE-YEAR EXPENDITURE PLAN**

Both operating and capital expenditure projections, for the next three years, are updated annually. Projections also cover the estimated operating impact of future capital improvements that are scheduled in the Capital Improvement Program. These estimates include the applicable debt service. Harford County is committed to the conservative policy of spending only what we can afford. We will only incur debt when we are confident that sustainable resources will be available to retire that debt.

## COUNTY BUDGET POLICIES/PROCESS

### **C INCORPORATING THE STRATEGIC PLAN**

In addition to current and future basic operational obligations, we must also recognize those expenses, to be funded for the upcoming year and committed to future budgets, which work towards meeting the Administration's short term objectives and reaching their long term goals. Any changes that have been made to the County's Master Plan during the current fiscal year are also analyzed to determine what, if any fiscal impact they will have on Harford's finances.

Since Fiscal Year 1997, each Administration has conducted an initial Strategic Planning Session to determine its Vision, Mission, and Goals. Throughout their terms, each County Executive has held periodic work sessions to reaffirm their Vision and Mission, and to re-evaluate and/or redesign their goals. Each agency funded by Harford County has been charged with developing their own Mission Statements and Goals, in support of the County's Overall Vision, Mission, and Goals. In addition, the departments had to establish short term Objectives to meet their Goals.

During the summer months the departments are required as part of the Annual Budget Process, to revisit their Goals and Objectives. Once it is determined to either maintain existing, or develop new Goals and Objectives, they must evaluate existing, or set up new Performance Measures to quantify their success at meeting their Objectives. This exercise then leads to each Department Head developing his work plan for both the upcoming fiscal year and the future. The personnel, ancillary, and operating expenses needed to carry out this work plan become the department's base budget request for the next fiscal year. The departments submit their Goals, Objectives, and Performance Measures along with their base budget request to the Budget Office. With the County-wide Goals in mind, the budget staff evaluates both those measures and the departments' funding requests.

## COUNTY BUDGET POLICIES/PROCESS

### THE ANNUAL OPERATING BUDGET PROCESS

**Late August**

Expense estimates from Budget Office  
Revenue estimates from Treasury

Spending Affordability  
preliminary revenue estimates

Executive  
establishes base  
budget guidelines

Board of Education, County Libraries &  
Harford Community College provide  
preliminary request information

**September**

**October**

Spending Affordability Committee  
makes revenue growth  
recommendations

Departments, Board of Education,  
County Libraries & Harford Community  
College submit Operating & Capital  
requests, plus goals, objectives &  
performance measures

Budget Office & Treasury make  
expense and revenue  
recommendations

**January**

Executive holds a public hearing  
for citizen input on the budget

Executive holds departmental hearings on  
budgets and performance plans

**April 1**

Executive's Proposed Budget  
submitted to Council and published for  
the public

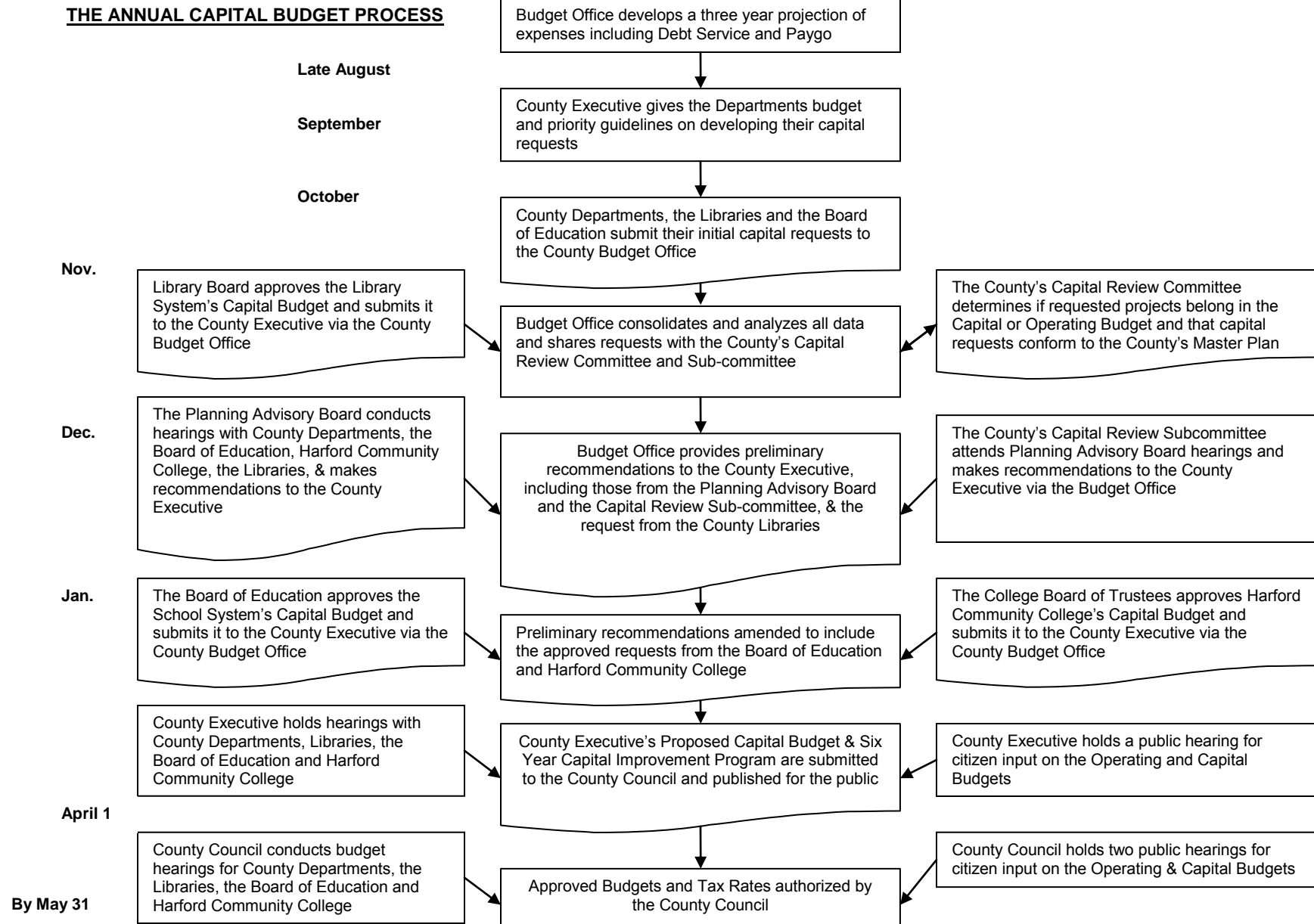
**By May 31**

County Council conducts budget  
hearings for County Departments  
& Agencies, Board of Education,  
County Libraries & Harford  
Community College

County Council holds public hearings for  
citizen input

Approved Budget authorized & Tax  
Rates set by the County Council

## COUNTY BUDGET POLICIES/PROCESS



## COUNTY BUDGET POLICIES/PROCESS

### D DEVELOPING THE BASE BUDGET

Although there is an annual Budget Process, the development of each year's budget is based on the strategic plans, fiscal policies, and management techniques adopted by the Administration, plus the knowledge of available revenues and obligated expense estimates.

- 1 **LATE AUGUST** – The Spending Affordability Committee makes its initial revenue estimates for the upcoming fiscal year. Board of Education, Harford Community College, and Library System staff provide the County Budget Office with preliminary and unofficial funding request information. Certain County departments provide the Budget Office with projected cost increases for some specific expenses for the upcoming year. Human Resources estimates the cost of Health Benefits; Procurement projects percentage growth rates for electricity and fuel; and Risk Management and Treasury determine any needed adjustments to Workers' Compensation, Pension, and Insurance rates.
- 2 **SEPTEMBER** – With this data, the Budget Office and Treasury complete expense and revenue estimates for the upcoming budget and subsequent two fiscal years. These projections are shared with the County Executive and the Director of Administration, who then establish base budget guidelines. These include what objectives are to be funded, and whether to budget for the current costs of doing business or to cut back certain types of expenditures. A Budget Kick Off Meeting is held, where the County Executive explains these guidelines to all Department Directors and their fiscal staff.
- 3 **OCTOBER** – The Spending Affordability Committee meets to re-evaluate/revise its initial revenue estimates. The Board of Education, the Community College, and the Library System are in the first phases of preparing their budgets for the upcoming year; and their staff keeps the County Budget Office apprised of any changes to their original information. Treasury tracks actual vs. budgeted receipts for the current year, and may revise or reaffirm their initial revenue estimates for the upcoming fiscal year. All County departments and agencies and the Superintendent of Public Schools submit their operating and capital budget requests for the upcoming fiscal year to the County's Budget Office.
- 4 **NOVEMBER** – The Library Board approves the system's operating and capital requests for the upcoming fiscal year; these are then submitted to the County Executive for consideration. Capital Budget requests are shared with the County's Capital Review Committee. This committee was developed with two charges; first they were to develop a master inventory of all County facilities, owned or leased, and to complete a profile of each which includes details such as square footage, date of purchase, lease terms, geographic location, occupants, etc. Our Facilities and Operations Division was to provide a systems analysis of each facility in the inventory including mechanical units, HVAC, roofing, etc. This information was coupled with the other inventory data to provide a comprehensive overview of our sites. The committee's second charge is part of the County's annual Capital Budget Process. Once the Budget Office forwards its list of initial requests for the upcoming year, this committee reviews each project and determines if it should be considered capital or if it is something that could be managed through the Operating Budget. Treasury also at that time provides the committee with a list of all existing capital projects. Each department is sent the portion of the list for which they are

## COUNTY BUDGET POLICIES/PROCESS

responsible. They are to report back to the committee the status of each project, and if any are complete, determine if they could be closed, with the remaining funds returned for appropriation to a future project.

In light of available revenues, the Master Plan, the Administration's goals, and operating expenses, the Budget Office analyzes all requests and pertinent data and compiles the preliminary County Capital Budget and CIP. Bond funding levels are sent to Treasury where the amounts of principal and interest, necessary to cover existing debt and this newly recommended debt, are computed.

These debt service estimates, and the total level of recommended Paygo funding, are incorporated into the Base Operating Budget. Budget Analysts and the Chief of Budget and Management Research are responsible for analyzing the operating requests of, and making funding recommendations for assigned agencies. They need to know each agency's purpose and plans. Prior and year-to-date expenses are reviewed; organizational changes and/or legislated mandates are taken into consideration; and capital project impact on operating expenses are examined. In addition to this information, the Analysts must make funding recommendations in light of the County Executive's goals and guidelines. The budget staff is also mindful of the elements of the County's Five-Year Business Plan especially those concerning the following:

a. General Policies

- (1) The County will pay for all current expenditures with current revenues. The County will avoid budgetary procedures that balance current appropriations at the expense of meeting future years' obligations, such as postponing expenditures, accruing future years' revenues, or rolling over short-term debt.
- (2) Expenditures will be reviewed and approved and based on real versus perceived needs.
- (3) Each function, service, project, and expenditure will be reviewed as to its affordability.
- (4) New sources of revenue will be identified and advanced.
- (5) The County shall coordinate the capital improvement budget with the operating budget. Debt service operating costs will be projected and included in the operating budget forecasts.

b. Maintenance of Plant and Equipment

- (1) The budget will provide for adequate maintenance of capital and equipment and for their orderly replacement based on the schedule prepared under the capital improvement budget policy.

c. Financing Capital Projects

- (1) All projects must be funded in accordance with the adopted County debt policy.
- (2) The County will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the County Council for approval.
- (3) The County will utilize the least costly method of financing all new projects. The Budget Office also researches and takes into account State and Federal legislation and County policies.

## COUNTY BUDGET POLICIES/PROCESS

- d. Legislation – Various legislative issues need to be considered when making funding recommendations. Such mandates impact Harford County in numerous areas.
  - (1) Harford County, in order to receive State funds for our Board of Education, must abide by a “Maintenance of Effort” funding requirement that obligates a local government to provide funding for the upcoming fiscal year in an amount sufficient to provide the same per pupil spending ratio for next year as exists in the current year.
  - (2) There is also a Maintenance of Effort clause for funding Harford Community College.
  - (3) There are environmental mandates that impact our Water & Sewer system and Solid Waste Management activities.
- e. County Policy – To be assured we are spending tax dollars efficiently and economically, the County has instituted policies regarding:
  - (1) Vehicle Replacement – standards, based on nationally accepted data, have to be met before any county-owned vehicle will be replaced.
  - (2) Hardware and Software requests must be approved by the Information and Communication Technology Division, which verifies the need for and the type of equipment to be purchased. It must be compatible with County systems and supportable by County staff.

- 5 DECEMBER** – Both the Base Operating and Capital Budgets, as recommended by the Office of Budget and Management Research, are distributed to each department at the end of December. The departments are to review their base budgets and develop any “Above the Mark” requests. These requests are prioritized lists submitted to the County Executive for consideration of funding, should projected revenues for the upcoming fiscal year exceed the base budgets. The County has also established a Capital Review Sub-Committee (CRS) which is made up of the Director of Administration, the County Treasurer, the Director of Planning and Zoning, the Director of Inspections, Licensing and Permits, and the Chief of Budget and Management Research. In addition to serving on the Capital Review Committee, this group has the additional duties of attending the Planning Advisory Board’s annual meetings, where they will monitor the Board’s review of each department and agency’s projects which will be requested for the upcoming year. At the completion of these meetings the CRS will review and rate each project for its consistency with the Master Plan, its estimated cost, and how vital it may be to attaining the Administration’s goals and objectives. The inventory master list which will be developed by the Capital Review Committee will also generate a list of systemic issues that need to be addressed. These will be rated by Facilities and Operations in the order of which they need to be attended to. The CRS, in light of available revenues will then recommend to the County Executive those capital projects and those systemic upgrades/replacements it deems appropriate for the upcoming fiscal year.

The preliminary County Capital Budget is amended to incorporate the Library’s request and the recommendations of the Capital Review Sub-committee. This amended Capital Budget is then provided to the County Executive, the Director of Administration and County Departments. Staff from the County Budget Office and the Department of Treasury meet with the Planning Advisory Board to discuss the County’s Capital Budget as it stands at this stage. The Board then submits its recommendations to the County Executive.

## COUNTY BUDGET POLICIES/PROCESS

**6 JANUARY** – The Board of Education approves the School System’s Operating and Capital Budgets. The Harford Community College Board approves the College’s Operating and Capital budgets. All of these approved budgets are submitted to the County Executive in January.

### **E DEVELOPING THE COUNTY EXECUTIVE’S PROPOSED BUDGET**

- 1 JANUARY THRU MID-MARCH** – Harford County Charter, Section 509 requires that, “Not later than three months prior to the beginning of each fiscal year, the County Executive shall submit to the Council the proposed County budget for that fiscal year.” The process to meet this deadline, starts in January and runs through the middle of March.
- a. Departments – Hearings are scheduled during January and the first part of February, where the County Executive, the Director of Administration, the staff of the Budget Office, and the Treasurer meet with each Department Head and their fiscal advisors to:
    - (1) discuss the contents of their Base Operating Budget, and how and why it has changed from the current year’s funding
    - (2) review each Performance Measure and analyze the department’s success in meeting their objectives
    - (3) have the Department Head discuss the merits of their Above the Mark Requests
    - (4) identify the grants the department administers, and whether any grants will expire in the upcoming fiscal year
    - (5) and to review each project included in their Capital Base Budget, discussing its objective, time line and funding sources
  - b. The Public – In late January, a hearing is scheduled for citizens to address the County Executive as to their concerns and what they would and/or would not like to have incorporated in the upcoming budget.
  - c. Spending Affordability – The Spending Affordability Committee, having met a number of times since August, concludes its analysis and makes its final recommendations to the County Executive as to their estimated growth of Property and Income Tax revenues.

Throughout January and early February, while the hearings are being conducted, the Budget Office is maintaining a running list of items that were brought up at the Public Hearing and of the notes made during the departmental hearings. The Treasurer is simultaneously reworking his revenue estimates for the current and the upcoming budgets. The Budget staff combines all of this data into a report for the County Executive. This report contains each detail the County Executive must consider when making his final decisions on the Proposed Budget. The report is broken down by whether the expense or revenue is “On-going” or “One-time” in nature, to guarantee that one-time money will not be used to support an on-going expense.

With this report, citizen’s requests, and with the Spending Affordability Committee’s recommendations, the County Executive, in meetings with the Director of Administration, Budget Office staff and the Treasurer, makes final choices as to what will and will not be proposed for the next fiscal year’s budget.

## COUNTY BUDGET POLICIES/PROCESS

Once these decisions are made, the Budget Office must incorporate them with the Base Budgets. This is an extremely time consuming process, involving much detail, and utilizing various information system platforms. The Budget Office has put into place numerous checks and balances to assure the accuracy of the Proposed Budget. When a bottom line has been reached, the Budget Office must take all of the information and produce a budget document that meets all County Charter, Governmental Accounting Standards Board, and Government Finance Officer Association requirements, while being easy for the average citizen to understand. The Office also produces a Proposed Budget in Brief for mass distribution to the public and the press. The Annual Budget and Appropriation Ordinance, which are the actual legislation to be presented to the County Council for adoption, are also prepared by the Budget Office.

### F COUNCIL HEARINGS AND AMENDMENTS

- 1 **APRIL AND MAY** – Harford County Charter, Section 511 requires the Council to conduct at least two public hearings on the Proposed Budget. The Council also conducts hearings with the County Executive and various departments to gather whatever information they need to make their funding decisions. After these hearings, Chapter 512 of the Charter states that “the Council may decrease or delete any items in the budget except those required by the laws of the State or of this County, and except any provisions for debt service on obligations then outstanding or for estimated cash deficits. The Council shall have no power to change the form of the budget as submitted by the County Executive, or to alter the revenue estimates except to correct mathematical errors, or to increase any expenditure recommended by the County Executive for current expense or capital purposes.”

Though the County Council may not alter the County Executive’s revenue estimates, they can decrease or delete other items in the budget and appropriate the equivalent revenue to the Board of Education. The Education Article of the Annotated code of Maryland provides:

“Each county board shall submit an annual school budget in writing to the...county executive....

The county executive shall indicate in writing which major categories of the annual budget of the county board have been denied in whole or reduced in part and the reason for the denial or reduction...

The County Council may restore any denial or reduction made by the county executive in the annual budget submitted by the county board.”

After the hearings, “Amendments” to the budget as proposed by the County Executive may be offered up for the Council’s consideration. These amendments are drafted by either the County Budget Office, or the Council legislative advisors. Any change to the Ordinance must result in the budget remaining balanced.

## COUNTY BUDGET POLICIES/PROCESS

### G ADOPTION OF THE BUDGET & SETTING THE TAX RATES

- 1 **May 31<sup>st</sup>** – Chapter 512, of the Harford County Charter, goes on to provide that the adoption of the budget must be by the affirmative vote of at least four members of the (seven member) Council, and that the Annual Budget and Appropriation Ordinance must be adopted not later than one month prior to the beginning of each fiscal year. If the council fails to pass the budget accordingly, the proposed current expense budget, as submitted by the County Executive and as may have been amended by the council shall stand adopted.

Chapter 514 sets the effective date of the budget, July 1, for Harford County, and Chapter 515 charges the Council to levy and cause to be raised the amount of taxes required by the budget in the manner provided by law so that the budget shall be balanced as to proposed income and expenditures.

### H TRANSFER OF APPROPRIATIONS

Appropriations in the approved budget may be transferred, but varying levels of authorization are required, based on fund structure:

<b>TYPE OF TRANSFER</b>	<b>REQUIRED LEVEL OF AUTHORIZATION</b>
Within the same Fund and within the same Agency .....	County Executive
Within the same Fund but between County Government Agencies .....	Recommended by the County Executive, and Approved by the County Council
Inter-project transfers between capital projects .....	Requested by the County Executive, and Authorized by legislative act of the Council
Inter-fund cash borrowing to meet temporary cash requirements .....	Requested by the County Executive, and Authorized by legislative act of the Council

The County Executive has delegated responsibility for authorizing fund transfers within the same Fund and within the same Agency to the Budget Office. Transfers within the same Fund but between County Government agencies may be made only during the last quarter of the fiscal year.

- I **SUPPLEMENTAL APPROPRIATIONS** – Harford County Charter, Section 517 allows that..."During fiscal year, the Council, upon the recommendation of the County Executive, may, by law, make additional or supplementary appropriations from unexpended and unencumbered funds set aside for contingencies in the County budget, from revenues received from anticipated sources but in excess of

## COUNTY BUDGET POLICIES/PROCESS

budget estimates therefore or from revenues received from sources not anticipated in the budget, provided that the Treasurer shall first certify in writing that such funds are available for such appropriations. No supplemental appropriation shall exceed the amount of funds so certified.”

- J EMERGENCY APPROPRIATIONS** – In the case of a public emergency affecting life, health, or property, upon recommendation of the County Executive, the County Council may, by law, provide emergency appropriations from contingent funds in the budget; revenue received from anticipated sources but in excess of budget estimates; or revenue received from sources not anticipated in the budget for the current fiscal year.  
If such funds are not available, the Council may, by law, authorize the issuance of emergency notes which may be renewed from time to time. Such notes and renewals have to be paid no later than the last day of the fiscal year next succeeding that in which the emergency appropriation was made.
- K UNEXPENDED APPROPRIATIONS** – All unexpended and unencumbered current budget year general fund operating appropriations revert into the County general fund. Capital project appropriations do not lapse until the purpose for which the appropriation was made has been accomplished or abandoned. If three fiscal years elapse without any expenditure or encumbrance of project appropriations, that project is considered abandoned. Credit balances from completed and/or abandoned projects are available for appropriation in subsequent capital budgets.
- L AMENDING THE ADOPTED CAPITAL BUDGET** – Harford County Charter, Section 521 states...”No obligations of the County shall be authorized in any fiscal year for or on account of any capital project not included in the County budget as finally adopted for such year, provided that upon receipt of a recommendation in writing from the County Executive, the Council may after a public hearing and with the affirmative vote of at least five of its members amend the County budget. The Council may increase the total amount of appropriations for a County capital budget only if the increased appropriations are to be funded from revenues received from anticipated sources but in excess of budget estimates therefore or from revenues received from sources not anticipated in the budget.”



*Harford County Administration Building*

# HARFORD COUNTY

## VISION

~ PRESERVING HARFORD'S PAST; PROMOTING HARFORD'S FUTURE ~

## MISSION STATEMENT

Harford County Government will preserve our traditions and promote the highest quality of life through efficient, honest, and responsive service to all citizens while planning for a prosperous and secure future.

## GOALS AND OBJECTIVES

### ***I. Public Safety – Ensuring a Safe Harford***

To ensure Harford County's public safety providers have the necessary tools and training to meet the County's growing demand for emergency services.

- Adopt ongoing retention and recruitment programs for paid and volunteer emergency services personnel that address competitive pay and benefits packages as well as morale and training needs.
- Reduce crime by providing attractive alternatives to gang membership and drug use and targeting clean up of blighted areas.
- Employ advanced and superior technology to improve response capabilities, provide for back-up systems, and foster the exchange of information between service providers.
- Provide opportunities for inter-governmental partnerships which will share data and strengthen cooperation with law enforcement.
- Plan, practice, and coordinate strategies between local and regional responders and create programs to educate the public to be prepared for emergency and disaster events.

### ***II. Education – Preparing Now, Building for the Future***

To make long term investments in education by ensuring that children have a safe and stimulating environment in which to learn and to encourage and promote the availability of academic and technical education programs that prepare all students to compete in the global marketplace.

- Plan, fund, and build public education facilities that stimulate the learning environment for students, faculty, and staff.
- Focus on workforce development by fortifying relationships between business, government, and education communities.

# HARFORD COUNTY

- Support the expansion of magnet school curriculum programs that center on cultural and commercial attributes found in each community.
- Encourage the continuing development of higher education four year and beyond degree programs within Harford County.
- Collaborate with public school administrators and community leaders to establish open decision making processes that allow for public trust and accountability.

### **III. Efficient County Government – Governing Smarter**

Identify and develop best practices to maximize limited resources and improve the delivery of services to citizens, businesses, and government agencies.

- Increase public confidence by focusing on customer satisfaction and cost-effective delivery of essential services.
- Coordinate with other governmental agencies to prevent duplication of efforts, excessive costs, and lengthy processing times.
- Encourage and expand opportunities for citizens to exchange ideas and learn about government initiatives and programs so the County can provide services and resources responsively and equitably.
- Employ a ten-year master plan that promotes responsible stewardship of County assets and utilizes a comprehensive approach to identify and prioritize funding for Capital Improvements based on balancing and maintaining a consistent level of service.
- Aggressively pursue innovative funding sources and opportunities to maximize use of tax-payer dollars.
- Develop new programs, strengthen internal policies, and provide training that encourages County government employees to consistently provide courteous and skillful service to the citizens of Harford County.

### **IV. Economic Opportunity – Growing and Sustaining Harford’s Prosperity**

Foster an environment within government that encourages financial opportunity and supports private sector ventures that diversify Harford’s economic base in new and existing businesses.

- Encourage balanced and appropriate economic development that provides high-quality employment and offers first-class retail and services located in areas designated by the Master Land Use Plan.
- Establish incentives to encourage redevelopment and reinvestment in existing communities.
- Identify additional opportunities and incentives for the preservation and viability of Harford’s agricultural industry.
- Maintain development guidelines and procedures that are consistently and fairly applied and allow for a range of business activities.

# HARFORD COUNTY

## **V. Environmental Stewardship – Protecting our Environment**

To protect and preserve the County's environment through the efficient use and reuse of its resources.

- Cultivate policies that stress soil conservation and help restore and sustain forest assets and watershed areas.
- Promote intergovernmental coordination to protect regional water resources, open space, and conservation districts.
- Encourage private sector energy conservation and environmental stewardship using legislation, financial incentives, and education.
- Design and construct a comprehensive waste management program that protects human health, promotes energy recovery, and minimizes impacts to the natural environment.
- Adopt a policy that supports fuel conservation and alternative energy sources in all County owned buildings and vehicles.

## **VI. Quality Living – Safeguarding What is Important to Families and Friends**

Cultivate life enhancing amenities and necessary infrastructure that enrich the lives of Harford County citizens and neighborhoods through sound planning practices, investments in parkland and recreation, and promotion of community spirit and cultural arts.

- In partnership with community based organizations government agencies will build, operate, and maintain facilities and resources that encourage citizens to be self reliant.
- With a focus on managing growth, guide the continued creation of safe, adequate, and diverse housing stock that ensures equal opportunity and the availability of decent and affordable accommodations.
- Encourage the growth of community spirit through the use of revitalization projects and create opportunities for neighborhoods to meet and discuss common concerns and desires.
- Design and maintain locations and facilities that provide diversified leisure activities to meet current needs and anticipated growth.

### Matrix of Primary County Goals by Department

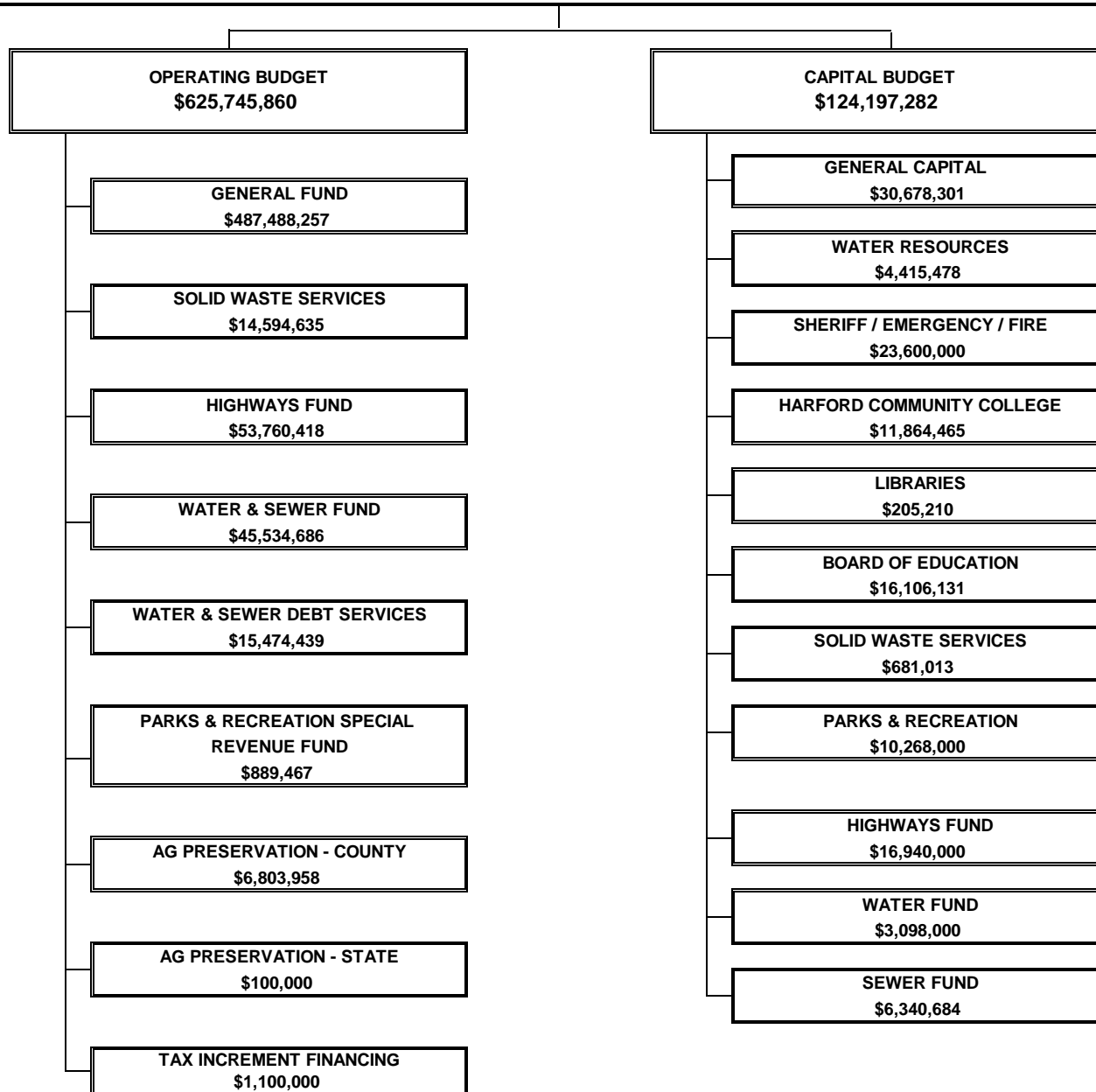
The following table reflects which departments are responsible for supporting the FY 13 County goals. Please refer to the Budget details of each department to see specific goals and objectives.

Department	I. Public Safety	II. Education	III. Efficient County Government	IV. Economic Opportunity	V. Environmental Stewardship	VI. Quality Living	Department	I. Public Safety	II. Education	III. Efficient County Government	IV. Economic Opportunity	V. Environmental Stewardship	VI. Quality Living
County Executive						X	Emergency Services	X	X	X			
Administration	X		X		X	X	Inspections, Licenses & Permits	X					
Procurement			X				DPW - Highways	X		X		X	
Treasury			X				DPW - Construction Management			X			
Law			X				DPW - Water & Sewer			X		X	X
Planning & Zoning		X	X	X			DPW - Environmental Services	X				X	X
Human Resources			X				State's Attorney	X		X			
Community Services	X	X	X			X	Elections			X			
Handicapped Care Centers			X			X	Library		X				X
Health						X	Parks & Recreation			X			X
Housing			X			X	Conservation of Natural Resources		X			X	X
Information & Comm Tech			X				Economic Development				X		
Sheriff	X												

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**HARFORD COUNTY**  
**TOTAL FY 13 APPROVED BUDGET ALL FUNDS**  
**\$749,943,142**



## HARFORD COUNTY, MARYLAND FISCAL YEAR 2013 BUDGET SUMMARY

Although there is a standardized "Annual Budget Process," the development of each year's budget is based on: current and projected economic conditions; the wants of our citizens; as well as operational needs and mandates, coupled with the strategic plans, fiscal policies and management techniques adopted by the Administration.

While developing our Fiscal Year 2013 Operating and Capital Budgets we were presented with new challenges beyond the normal increases in health care coverage, utilities, and basic operating and contractual expenses. We had to consider the economic recession that has affected every American and its impact on our County. We continue to see a decline in home sales, new construction, and an unclear picture of Maryland's State budget and the impact it has on local subdivisions. The General Assembly, following a special session in May 2012, enacted legislation that shifted a portion of the teacher pensions to local governments. Pending legislation that would have provided Harford County employees, teachers and support staff, library and sheriff's deputies with the second half of a one-time bonus was withdrawn to cover the first phase of this mandate which cost Harford County \$5.5 million for Fiscal Year 2013. Harford County, in conjunction with the Harford County Council, will take appropriate measures to find a long-term solution to address the issue in the future budget years.

### **REVENUES**

#### **ALL FUNDS**

FY 13 Approved Budget	625,745,860
FY 12 Approved Budget	608,790,132
\$ growth	16,955,728
% growth	2.79%

#### **FUNDING SOURCE**

GENERAL	487,488,257
HIGHWAYS	53,760,418
PARKS AND RECREATION	889,467
AG PRESERVATION - COUNTY	6,803,958
AG PRESERVATION - STATE	100,000
TAX INCREMENT FINANCING	1,100,000
WATER & SEWER OPERATING	45,534,686
WATER & SEWER DEBT SERVICE	15,474,439
SOLID WASTE SERVICES	14,594,635
<b>FY 13 TOTAL ALL FUNDS</b>	<b>625,745,860</b>

#### **REVENUE SOURCE**

PROPERTY TAXES	292,182,545
INCOME TAXES	175,068,772
W & S USER CHARGES	25,924,700
WASTE TO ENERGY PLANT	9,733,800
W & S DEBT SERVICE	11,981,000
INTERGOVERNMENTAL/STATE-SHARED	34,908,688
INVESTMENT INCOME	1,408,264
FUND BAL APPROP/UNRESTRICTED NET ASSETS	50,924,851
OTHER REVENUE	23,613,240
<b>FY 13 TOTAL ALL REVENUES</b>	<b>625,745,860</b>

## HARFORD COUNTY, MARYLAND FISCAL YEAR 2013 BUDGET SUMMARY

A more in depth discussion of individual revenue streams can be found in each "Fund" Section of the document.

For Fiscal Year 2013, Property and Income tax revenues are estimated to generate 75% of the total of all revenue.

### **Property Taxes**

FY 13 Approved Budget	292,182,545	46.69% of the Total All Funds FY 13 Operating Budget
FY 12 Approved Budget	293,101,765	48.14% of the Total All Funds FY 12 Operating Budget
\$ decline	(919,220)	
% decline	(0.31%)	

Property Tax revenue estimates are based on a thorough analysis of lien sheet activity, deed activity, building permit data, residential sales, Transfer Tax transaction data, and Maryland State Department of Assessments and Taxation Distribution Tracking Information.

Maryland State law provides that all property is subject to the property tax. Properties are reassessed by law once every three years and property owners are notified by the Maryland State Department of Assessments and Taxation of any change in their assessment. Properties are required to be assessed at their current market value so that each property owner pays their fair share of local property taxes.

For FY 13, the Property Tax rate was unchanged. Real property is assessed at 100% of market value with a tax rate of \$1.042 per one hundred dollars of full value and \$2.60 for corporate and personal property. The tax rate falls below the Constant Yield Rate.

In FY 13, the percent of overall decline in property tax is (0.31%) or (\$919,220).

### **Income Taxes**

FY 13 Approved Budget	175,068,772	27.98% of the Total All Funds FY 13 Operating Budget
FY 12 Approved Budget	161,600,000	26.54% of the Total All Funds FY 12 Operating Budget
\$ growth	13,468,772	
% growth	8.33%	

We receive approximately 90% of Income Tax in quarterly distributions of withholdings and estimated payments. These receipts began declining in FY 09 and continued to decline through FY 10. We have seen a rebound in FY 11 and strong growth through FY 12. We expect income tax to continue to grow in FY 13 due in part to lower unemployment and an increase in population.

## HARFORD COUNTY, MARYLAND FISCAL YEAR 2013 BUDGET SUMMARY

### Recordation Tax

FY 13 Approved Budget	7,533,738	1.20% of the Total All Funds FY 13 Operating Budget
FY 12 Approved Budget	8,545,932	1.40% of the Total All Funds FY 12 Operating Budget
\$ decline	(1,012,194)	
% decline	(11.84%)	

State law imposes a tax on every instrument of writing recorded or offered for record with the Clerk of the Circuit Court (liens, deeds, mortgages, etc.), at the rate of \$6.60 per \$1,000 of the actual consideration to be paid for property transferred, or of the principal amount of the debt secured. Harford County splits the proceeds from this tax: 2/3 to fund school debt and/or school construction; 1/6 to fund Parks and Recreation capital projects; and 1/6 to support the Water and Sewer Debt Service Fund.

### Fund Balance/Unrestricted Net Assets

FY 13 Approved Budget	50,924,851	8.14% of the Total All Funds FY 13 Operating Budget
FY 12 Approved Budget	43,967,465	7.22% of the Total All Funds FY 12 Operating Budget
\$ growth	6,957,386	
% growth	15.82%	

Fund Balance has been appropriated in the General Fund at approximately \$20.3 million. The majority of this funding will be utilized as Paygo for capital projects at almost \$18 million as well as \$2.3 million for Grants and Contributions to outside non-profits. Fund Balance in the Highways Fund of \$8.8 million will likewise fund Paygo projects in the capital budget for resurfacing, bridge and roadway projects. The Parks and Recreation Special Revenue Fund Balance of \$38,467 will allow for several critical repair/renovations at our Emmorton Recreation & Tennis Center facility. The Agricultural Preservation - County Fund will use all of the approximate \$1.2 million Fund Balance to cover a balloon payment on debt service. The Water and Sewer Enterprise Fund appropriated \$20.5 million of net assets for one time capital projects and capital outlay at \$7.1 million, and \$9.2 million to fund depreciation expense.

## HARFORD COUNTY, MARYLAND FISCAL YEAR 2013 BUDGET SUMMARY

### 27th Pay Accrual

FY 13 Approved Budget	0	0.00% of the Total All Funds FY 13 Operating Budget
FY 12 Approved Budget	4,420,505	0.73% of the Total All Funds FY 12 Operating Budget
\$ decline	(4,420,505)	
% decline	(100%)	

FY 12 had 27 pay dates compared to 26 pay dates in a normal budget year. This additional pay period only occurs every twelfth budget year. Harford County will again begin to accrue or set aside funds to have a revenue source to fund this extra pay date over the next 11 years.

### **LONG RANGE ISSUES AND GOALS**

Citizens of Harford County have defined the control of development and population growth as two of Harford County's most important issues. This places the County's focus on critical areas of concentration such as overcrowded schools, public safety, and preserving agricultural heritage.

DEVELOPMENT - Harford County continues to maintain a desirable quality of life and has seen population growth go from 145,930 in 1980 to 238,250 in 2005, and 246,433 in 2010. Various actions supported by elements of the Master Plan and the designated growth areas have been taken to manage the amount and to define the type of growth we are experiencing.

In November 2009, the County Council amended the adequate public facilities legislation controlling development of a site in which the enrollment of pupils would be greater than 110% of the State-rated capacity of the school, or if the enrollment is projected to be greater than 110% within three consecutive years. Specifically, these amendments provided that development of a site affected by over-capacity could be approved if a project was in place within the Approved Capital Budget with appropriation sufficient to fund construction of a new school or a school addition/renovation. Upon completion, the Board of Education must demonstrate that the enrollment of the school serving the site will be 100% or less due to the capital project. In the event the Board of Education fails to provide the Department of Planning with the required information prior to the next scheduled testing date for adequacy, the Department of Planning shall review the adjacent school attendance areas to determine whether the capital project would provide adequate capacity to allow the Board of Education to reduce enrollment at the school, if actual construction of the capital project has begun, and/or whether the capital project is scheduled to be completed and operational within 2 years.

## **HARFORD COUNTY, MARYLAND FISCAL YEAR 2013 BUDGET SUMMARY**

### **ECONOMIC DEVELOPMENT**

Thanks to a growing business environment thriving in technology resources, Harford County is attracting a growing number of Fortune 500 and high-tech companies. With the completion of Base Realignment and Closure 2005 (BRAC) in September 2011, Aberdeen Proving Ground (APG) has grown to a \$20 billion economic engine, attracting R & D industries and private contractors to Harford County. The number of defense contractors in support of APG has grown to 87 in 2012.

In addition, the Higher Education Conference Center at the Higher Education and Applied Technology (HEAT) campus offers university courses, advanced education, training and resources. Construction has begun on Towson University classroom space at Harford Community College where a four year degree will now be attainable. In the Fall of 2011, the Northeastern Maryland Research Park, LLC, was created to oversee the development of a university research park in Harford County.

**Financial Services** - The Office of Economic Development (OED) offers financial support for businesses, and works with the business community to obtain financing and assists in venturing capital and local, state, and federal loans. Specific financing programs include Industrial Revenue Bonds for Manufacturers and 501(c)(3) Organizations; the Economic Development Opportunity Fund; and the Community Development Block Grant for Economic Development. OED also offers Workforce Technical Training Grants, a competitive investment grant program to assist Harford County employers to become more productive and competitive through the acceleration of technical training to their employees.

In 2010, the County created the Harford Business Innovation (HBIC) as the next step in providing support to entrepreneurs with new, young or accelerating companies in need of incubator space. The Harford Metropolitan Area Network (HMAN) will add 100 miles of broadband fiber optic cables that will allow high-speed access to voice, data and video for county organizations and businesses.

### **ISSUES RESULTING FROM POPULATION GROWTH**

#### **SCHOOL CAPACITY**

During the 1980's County policy stated that Paygo was the only funding source to be used for financing capital projects. Though this left the County fiscally strong, it had a severe impact on needed public infrastructure. This policy was amended in the 1990's to include bond financing. With this change a number of facility issues were addressed as well as wastewater treatment plant expansions, solid waste disposal sites, a detention center, etc. With the demand for so many projects, school construction was limited to address the population at hand. Seven elementary schools and one middle school were opened during the 1990's and when high school overcrowding became problematic in the late 1990's an analysis determined that construction of a new high school would be more cost effective than rehabilitating an existing school.

## **HARFORD COUNTY, MARYLAND FISCAL YEAR 2013 BUDGET SUMMARY**

As the economy continued to decline, the County Executive and County Council explored alternate financing methods and potential new revenue streams. The Council appealed to the State General Assembly for authority to implement new and/or adjust existing revenues which would be dedicated to school construction. The only authority granted was for an Impact Fee. The Maryland General Assembly adopted House Bill 965 (Article 24, Subtitle 10A, Harford County School Construction Financing Section 9-10A 01) in 2004. The bill states, "In general. - The County Council of Harford County, by ordinance, may fix, impose, and provide for the collection of a development impact fee not to exceed \$10,000 for new construction or development. . .Use of revenues.- The revenues from the special fund may be used only for school site acquisition, school construction, school renovation, school debt reduction, or school capital expenses."

Harford County is committed to addressing school capacity issues and forward funded numerous projects over the past several years anticipating that the State would reimburse their share of these new and replacement school buildings in the future. This comes with a price in terms of debt which the County, not the State, must assume. Of the County's total general fund debt service costs for FY 2013, 62.9% is attributable to Board of Education construction projects.

### **PUBLIC SAFETY**

Population growth and new technologies have generated the need for long term planning for Public Safety. In Fiscal Year 2013 a capital project is included to improve communications technology and interoperability among public safety agencies as well as a project to provide public safety communication in school buildings. Funds are also included to construct a new Emergency Operations and 911 Call Center.

The Administration has worked with our Volunteer Fire Companies to develop a viable Capital Improvement Program to renovate, expand, or build new main and substations. For Fiscal Year 2013, funding is provided for the expansion and renovation of the Susquehanna Hose Company House #3.

### **AGRICULTURAL PRESERVATION**

The pressure on farmers to sell land for development has greatly increased with additional demand for housing caused by population growth and low interest rates. To encourage land owners to preserve farmland the County participates in the State of Maryland's Agricultural Preservation Program. Harford County also has its own Agricultural Preservation Program to allow land owners to preserve productive farmland for future generations through the use of conservation easements, or by selling their development rights.

As of June 2012, the County has acquired 46,871 acres of farmland through County and State Agricultural Preservation Programs along with donated easements.

## **HARFORD COUNTY, MARYLAND FISCAL YEAR 2013 BUDGET SUMMARY**

THE ENVIRONMENT and SUSTAINABILITY - Harford County has an established, award winning Recycling Program and a County-owned and operated water/sewer system that always meets and usually exceeds mandated standards. Harford County implemented Single Stream recycling, providing the benefit of convenient recycling for all Harford County citizens.

To save landfill air space and manage solid waste well into the future, Harford County contracted with the Northeast Maryland Waste Disposal Authority which under its revenue bond financing authority, developed the Harford Waste-to-Energy Facility (WTE) to process most of the County's solid waste. Through a contractual arrangement with WTE, each year more than 110,000 tons of the County's waste is burned to produce energy, which is purchased by Aberdeen Proving Ground. The WTE contract covers the operating and maintenance costs of the facility and is funded with Solid Waste Services revenue, derived from tipping fees, fees for burning permitted or recovered materials, tire disposal fees, and the sale of steam to Aberdeen Proving Ground. Under the WTE contract, the County pays the debt service on the facility and will own the plant in 2016. Federal and State environmental regulations require a retrofitting of the facility. This cost will be covered by Northeast Maryland Waste Disposal Authority Bonds on which the County will pay the debt service.

Harford County Government has established the Division of Sustainability within the Department of Administration to continue the County's advancement in environmental protection and awareness. This division is responsible for cultivating partnerships and securing grants to further increase sustainability with County Government practices and policies, as well as reaching out to citizens.

### **FISCAL YEAR 2013 ISSUES AND OBJECTIVES**

After careful review and analysis, the Approved Fiscal Year 2013 Operating and Capital budgets continue to demonstrate conservative fiscal management. Through prudent budgeting, strategic planning, and open lines of communication with outside agencies, employees, citizens, unions, the State and the towns we are coping with the pressures brought on by a global economical crisis. Harford County continues to keep the public's needs a priority, striving to maintain services especially in the areas of Public Safety and Education.

County departments will maintain their budgets at or below FY 12 appropriations, without cutting services to our citizens. There are no furloughs or layoffs built into the FY 13 budget, however, for a fourth consecutive year employees will not receive a cost of living increase.

**HARFORD COUNTY, MARYLAND**  
**FY 2013 TAXABLE ASSESSABLE BASE**  
**GENERAL FUND**

	Fiscal Year 2010-2011		Fiscal Year 2011-2012		Fiscal Year 2012-2013	
	Taxable Assessable Base	Estimated Revenue	Taxable Assessable Base	Estimated Revenue	Taxable Assessable Base	Estimated Revenue
<b><u>REAL PROPERTY</u></b>		@ \$0.896		@ \$0.896		@ \$0.896
Full Year Levy	27,596,785,690	247,239,603	26,328,243,973	235,901,066	25,943,840,067	232,456,807
Partial Year Levy	72,555,419	650,024	66,964,286	600,000	66,852,679	599,000
<b>Real Property Subtotal</b>	27,669,341,109	247,889,627	26,395,208,259	236,501,066	26,010,692,746	233,055,807
<b><u>PERSONAL PROPERTY</u></b>		@ \$2.2398		@ \$2.24		@ \$2.24
Unincorporated Business	8,861,148	198,472	9,017,857	202,000	8,705,357	195,000
Railroads and Public Utilities	547,242,745	12,257,143	522,321,429	11,700,000	522,321,429	11,700,000
Corporate Property	438,756,050	9,827,258	424,107,143	9,500,000	441,964,286	9,900,000
<b>Personal Property Subtotal</b>	994,859,943	22,282,873	955,446,429	21,402,000	972,991,072	21,795,000
<b>Grand Total</b>	28,664,201,052	270,172,500	27,350,654,688	257,903,066	26,983,683,818 <sup>(1)</sup>	254,850,807
<b><u>ADDITIONS AND SUBTRACTIONS</u></b>						
Interest, Discounts and Other Credits		(16,322,349)		(5,009,655)		(2,940,705)
<b>NET TAXES</b>		253,850,151		252,893,411		251,910,102

<sup>(1)</sup> The total taxable value of the assessed base for Harford County is estimated to be \$26,983,683,818 on June 30, 2013. The estimated tax exempt portion of the total assessable base is estimated to be \$2,506,869,202 as of June 30 2013. The total assessable base is estimated at \$29,490,553,020.

**HARFORD COUNTY, MARYLAND**

**FY 2013 TAXABLE ASSESSABLE BASE**

**HIGHWAYS FUND**

	Fiscal Year 2010-2011		Fiscal Year 2011-2012		Fiscal Year 2012-2013	
	Taxable Assessable Base	Estimated Revenue	Taxable Assessable Base	Estimated Revenue	Taxable Assessable Base	Estimated Revenue
<b><u>REAL PROPERTY</u></b>		@ \$0.146		@ \$0.146		@ \$0.146
Full Year Levy	23,947,764,022	35,011,631	22,290,550,000	32,544,203	21,810,510,274	31,843,345
Partial Year Levy	64,503,420	94,304	61,643,836	90,000	60,273,973	88,000
<b>Real Property Subtotal</b>	24,012,267,442	35,105,935	22,352,193,836	32,634,203	21,870,784,247	31,931,345
<b><u>PERSONAL PROPERTY</u></b>		@ \$0.3655		@ \$0.365		@ \$0.365
Unincorporated Business	6,408,755	23,424	6,849,315	25,000	7,671,233	28,000
Railroads and Public Utilities	510,129,138	1,864,522	493,150,685	1,800,000	438,356,164	1,600,000
Corporate Property	325,042,681	1,188,031	273,972,603	1,000,000	298,082,192	1,088,000
<b>Personal Property Subtotal</b>	841,580,574	3,075,977	773,972,603	2,825,000	744,109,589	2,716,000
<b>Grand Total</b>	24,853,848,016	38,181,912	23,126,166,438	35,459,203	22,614,893,836	34,647,345
<b><u>ADDITIONS AND SUBTRACTIONS</u></b>						
Interest, Discounts and Other Credits		(2,573,703)		(617,349)		(273,902)
<b>NET TAXES</b>		35,608,209		34,841,854		34,373,443

**DEBT REQUIREMENTS FOR FISCAL YEAR 2012-2013  
HARFORD COUNTY, MARYLAND**

**LONG TERM DEBT REQUIREMENTS:**

	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
General Obligation Bonds	8,703,813	4,552,195	13,256,008
Community College Bonds	1,831,502	931,860	2,763,362
Public School Bonds	16,887,929	13,467,685	30,355,614
Highway Bonds	41,000	27,336	68,336
Agricultural Preservation Loans	2,995,399	3,279,469	6,274,868
Water & Sewer Bonds	7,702,672	5,289,535	12,992,207
Water & Sewer Loans	1,646,068	116,725	1,762,793
Farmers Home Loan	40,039	59,416	99,455
Notes General Fund	400,701	98,760	499,461
TIF	0	1,050,000	1,050,000
<b>TOTALS</b>	<u><u>40,249,123</u></u>	<u><u>28,872,981</u></u>	<u><u>69,122,104</u></u>

**SHORT TERM DEBT REQUIREMENTS:**

	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
General Fund Lease Finance	678,046	37,740	715,786
Highways Fund Lease Finance	577,060	32,119	609,179
Water & Sewer Fund Lease Finance	187,545	10,439	197,984
Solid Waste Services Lease Finance			
Waste to Energy Lease 2002	414,370	52,920	467,290
Waste to Energy Retrofit	1,400,000	150,675	1,550,675
Sub total Solid Waste Services	<u>1,814,370</u>	<u>203,595</u>	<u>2,017,965</u>
<b>TOTALS</b>	<u><u>3,257,021</u></u>	<u><u>283,893</u></u>	<u><u>3,540,914</u></u>

**HARFORD COUNTY, MARYLAND  
ESTIMATED STATEMENT OF LEGAL DEBT MARGIN**

**MARYLAND LAW AS IT STOOD FOR FISCAL YEAR 2001 AND PRIOR FISCAL YEARS**

Pursuant to Article 25A, 5(P) of the Annotated Code of Maryland (1990 Replacement Volume, 1993 Supplement), the County, as a charter county, is limited in the amount of general obligation supported debt that it can issue to an amount equal to 15% of the assessed value of the property in the County.

**AMENDED MARYLAND LAW FOR FISCAL YEAR 2002 AND THOSE FORWARD**

Pursuant to Article 25A, 5(P) of the Annotated Code of Maryland (1998 Replacement Volume, 2000 Supplement), the County, as a charter county, is limited in the amount of general obligation supported debt that it can issue to an amount equal to a total of 6% of the assessable base of Real Property and 15% of Personal Property.

	REAL PROPERTY	PERSONAL PROPERTY	TOTAL LEGAL DEBIT LIMIT
ESTIMATED VALUE OF NET ASSESSED PROPERTY	26,010,692,746	972,991,072	
APPLICABLE GENERAL OBLIGATION DEBT % RATE	6%	15%	
ESTIMATED LEGAL DEBT LIMIT - for borrowing of funds and issuance of bonds	1,560,641,565	145,948,661	1,706,590,226

**STATEMENT OF ESTIMATED LONG TERM DEBT OUTSTANDING AS OF JUNE 30, 2012**

**ESTIMATED LONG TERM DEBT:**

Waste to Energy	392,250
General Obligation	88,513,002
Solid Waste	21,444,258
Community College	24,861,395
Public Schools	293,958,546
<b><u>TOTAL ESTIMATED LONG TERM DEBT</u></b>	<b><u>429,169,451</u></b>

**ESTIMATED SELF SUSTAINING DEBT:**

Water & Sewer Bonds and Loans	124,681,550
Tax Increment Financing	14,000,000
Highways	2,074,271
Agricultural Preservation Debt	55,063,450
<b><u>TOTAL ESTIMATED SELF SUSTAINING DEBT</u></b>	<b><u>195,819,271</u></b>

**ESTIMATED TOTAL BONDED DEBT**

LESS: Estimated Self Sustaining Debt	195,819,271
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**ESTIMATED TOTAL DEBT APPLICABLE TO LEGAL DEBT LIMIT**

ESTIMATED TOTAL LEGAL DEBT LIMIT	1,706,590,226
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LESS: Estimated Total Debt Applicable to Legal Debt Limit	429,169,451
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**ESTIMATED LEGAL DEBT MARGIN**

**1,277,420,775**

**BUSINESS PLAN  
DEBT BURDEN ANALYSIS  
Fiscal Years 2011-2018**

	Actual 2011	Amended Budget 2012	Approved Budget 2013	Projection 2014	Projection 2015	Projection 2016	Projection 2017	Projection 2018
Expenditures <sup>(1) (2)</sup>								
County Council	\$ 2,088,790	\$ 2,699,757	\$ 2,763,743	\$ 2,819,018	\$ 2,903,588	\$ 2,990,696	\$ 3,080,417	\$ 3,172,829
General Government	37,070,478	\$ 45,615,132	\$ 43,191,990	\$ 44,055,830	\$ 45,377,505	\$ 46,738,830	\$ 48,140,995	\$ 49,585,225
Education	227,580,152	\$ 234,933,767	\$ 236,782,980	\$ 241,518,640	\$ 248,764,199	\$ 256,227,125	\$ 263,913,938	\$ 271,831,357
Harford Center	553,036	\$ 553,036	\$ 553,036	\$ 564,097	\$ 581,020	\$ 598,450	\$ 616,404	\$ 634,896
Judicial	7,756,063	\$ 8,790,414	\$ 7,807,635	\$ 7,963,788	\$ 8,202,701	\$ 8,448,782	\$ 8,702,246	\$ 8,963,313
Libraries	15,112,147	\$ 15,692,147	\$ 15,634,624	\$ 15,947,316	\$ 16,425,736	\$ 16,918,508	\$ 17,426,063	\$ 17,948,845
Parks and Recreation	9,651,735	\$ 10,539,053	\$ 10,315,774	\$ 10,522,089	\$ 10,837,752	\$ 11,162,885	\$ 11,497,771	\$ 11,842,704
Public Safety	86,516,745	\$ 94,921,897	\$ 90,950,130	\$ 92,769,133	\$ 95,552,207	\$ 98,418,773	\$ 101,371,336	\$ 104,412,476
Public Works	47,285,480	\$ 51,810,700	\$ 49,505,721	\$ 50,495,835	\$ 52,010,710	\$ 53,571,032	\$ 55,178,163	\$ 56,833,508
Social Services	10,967,829	\$ 12,062,978	\$ 11,643,761	\$ 11,876,636	\$ 12,232,935	\$ 12,599,923	\$ 12,977,921	\$ 13,367,259
Other Financing Uses	13,432,785	\$ 22,886,678	\$ 35,636,205	\$ 36,348,929	\$ 37,439,397	\$ 38,562,579	\$ 39,719,456	\$ 40,911,040
Debt Service (3)								
General Obligation Debt	35,223,455	\$ 53,020,704	46,443,320	54,444,527	56,246,542	57,537,368	59,671,635	59,671,635
Other Debt Expenses	6,789,499	8,720,516	4,614,391	3,519,795	345,513	534,357	75,451	75,451
Total Expenditures	\$ 500,028,194	\$ 562,246,779	\$ 555,843,310	\$ 572,845,633	\$ 586,919,805	\$ 604,309,308	\$ 622,371,796	\$ 639,250,538
Capital Plan								
General Obligation Bonds	\$ 40,800,000	\$ 24,370,000	\$ 36,345,000	\$ 25,065,475	\$ 30,710,000	\$ 13,925,000	\$ 36,110,000	\$ 38,370,000
Highway Bonds	7,800,000	4,300,000	0	0	0	0	0	0
Water and Sewer Bonds	0	19,045,000	2,550,000	7,275,000	8,725,000	7,700,000	10,200,000	9,300,000
Pay-as-you-go								
General Fund	3,310,437	9,688,918	17,752,225	73,375,458	50,007,148	47,291,806	39,966,519	39,151,091
Highway Fund	6,686,200	10,245,000	15,280,135	9,065,000	7,610,000	10,175,000	7,507,500	3,375,000
Water and Sewer Fund	158,400	1,690,823	6,278,000	3,355,000	3,620,000	2,670,000	3,805,000	1,240,000
Other Sources (All Funds)	65,753,158	63,238,276	45,991,922	26,507,497	19,230,302	12,930,272	23,258,437	26,055,721
Total Capital Plan	\$ 124,508,195	\$ 132,578,017	\$ 124,197,282	\$ 144,643,430	\$ 119,902,450	\$ 94,692,078	\$ 120,847,456	\$ 117,491,812

**BUSINESS PLAN  
DEBT BURDEN ANALYSIS  
Fiscal Years 2011-2018**

	Actual 2011	Amended Budget 2012	Projection 2013	Projection 2014	Projection 2015	Projection 2016	Projection 2017	Projection 2018
General Obligation Outstanding July 1	\$ 454,902,883	\$ 433,558,610	\$ 448,329,112	\$ 470,864,868	\$ 491,514,868	\$ 509,733,795	\$524,623,040	\$537,596,393
Additions	0	40,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000
Less Principal Repayments	21,344,273	25,229,498	27,464,244	29,350,000	31,781,073	35,110,755	37,026,647	38,267,862
General Obligation Outstanding June 30	<u>\$ 433,558,610</u>	<u>\$ 448,329,112</u>	<u>\$ 470,864,868</u>	<u>\$ 491,514,868</u>	<u>\$ 509,733,795</u>	<u>\$ 524,623,040</u>	<u>\$537,596,393</u>	<u>\$549,328,531</u>
Population <sup>(4)</sup>	245,460	249,633	253,877	258,192	262,582	267,046	271,585	276,202
Taxable Property Value <sup>(5)</sup>								
Taxable Assessed Valuation (000 omitted)	\$ 28,605,920	\$ 27,350,655	\$ 26,983,684	\$ 27,523,358	\$ 28,073,825	\$ 28,635,301	\$ 29,494,360	\$ 30,379,191
Debt Ratios								
Expenditures	7.0%	9.4%	8.4%	9.5%	9.6%	9.5%	9.6%	9.3%
General Obligation Debt Per Capita	\$1,766	\$1,796	\$1,855	\$1,904	\$1,941	\$1,965	\$1,979	\$1,989
General Obligation Debt as % of Assessed Valuation	1.5%	1.6%	1.7%	1.8%	1.8%	1.8%	1.8%	1.8%
Comparison Ratios								
Business Plan Debt Service as % of Expenditures	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Moody's Service Median Overall Net Debt Per Capita	\$936	\$936	\$936	\$936	\$936	\$936	\$938	\$938

<sup>(1)</sup> Growth for departments is 2% in 2014, and 3% for all years beyond that.

<sup>(2)</sup> These expenditures include General and Highway Funds only.

<sup>(3)</sup> Includes principal and interest

<sup>(4)</sup> Estimated at the compound annual growth rate of 1.7% for future periods

<sup>(5)</sup> Estimated at the compound annual growth rate of 2% for periods 2014 thru 2016 and 3% for all years beyond that.

**HARFORD COUNTY, MARYLAND**  
**STATEMENTS OF ESTIMATED UNAPPROPRIATED FUND BALANCE**  
**GENERAL FUND AND SOLID WASTE SERVICES**

	<b>GENERAL FUND</b>	<b>SOLID WASTE SERVICES</b>
<b><u>TOTAL FUND BALANCE AT JUNE 30, 2011</u></b>	<b>96,800,298</b>	0
2012 Revenue - Estimated	464,685,658	15,172,218
2012 Expenditures - Estimated	<u>(486,689,866)</u>	<u>(15,172,218)</u>
<b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2012</u></b>	<b><u>74,796,090</u></b>	<b><u>0</u></b> <sup>(1)</sup>
 <b>FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2012</b>		
 <b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2012</u></b>	<b>74,796,090</b>	0
LESS: Reservation of Fund Balance		
Encumbrances	(1,387,501)	
Loan Receivables - Town of Bel Air Parking Garage	(451,694)	
Loan Receivables - Stuart Terrace	(15,422)	
Loan Receivables - Ropewalk	(4,444)	
Dedicated Revenues - Detention Center	(569,906)	
Bond Premium	(1,543,453)	
LESS: Assigned Fund Balance		
Reserve for Credit Rating Purposes <sup>(2)</sup>	(25,104,145)	
Designated for Landfill Closure	<u>(16,370,231)</u>	<u>                    </u>

**HARFORD COUNTY, MARYLAND**  
**STATEMENTS OF ESTIMATED UNAPPROPRIATED FUND BALANCE**  
**GENERAL FUND AND SOLID WASTE SERVICES**

	<b>GENERAL FUND</b>	<b>SOLID WASTE SERVICES</b>
<b><u>ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2012</u></b>	<b>29,349,294</b>	<b>0</b>
Highways Fund Support for Transportation	3,196,012	
Fiscal Year 2013 Estimated Revenues	463,934,967	14,594,635
Less Fiscal Year 2013 Estimated Expenditures	<u>(487,488,257)</u>	<u>(14,594,635)</u>
<b><u>ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2014 &amp; FUTURE YEARS</u></b>	<b><u>8,992,016</u></b>	<b><u>0</u></b>
<b>Reserve for Credit Rating Purposes <sup>(2)</sup></b>	<b>25,104,145</b>	
<b>Estimated Reserve for Credit Rating as a Percentage of Total Estimated Expenditures</b>	<b>5%</b>	

(1) It should be noted that while Budget Policy defines Solid Waste Services as an individual account for management purposes, the County's financial statements consider it part of the General Fund.

(2) The 5% Reserve for Credit Rating Purposes in the General Fund (combined General Fund and Solid Waste Services) is necessary to maintain the high credit rating obtained from the Credit Rating agencies. The high bond rating allows the County to sell long-term debt at a lower interest cost thereby saving interest expenses each year. This policy was established in the County's Five Year Business Plan.

**HARFORD COUNTY, MARYLAND  
STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE  
HIGHWAYS FUND**

	<b>HIGHWAYS FUND</b>
<b><u>TOTAL FUND BALANCE AT JUNE 30, 2011</u></b>	<b>22,417,884</b>
2012 Revenue - Estimated	<b>48,249,335</b>
2012 Expenditures - Estimated	<b><u>(48,363,500)</u></b>
<b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2012</u></b>	<b><u>22,303,719</u></b>
<b>FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2012</b>	
<b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2012</u></b>	<b>22,303,719</b>
LESS: Reservation of Fund Balance	
Encumbrances	(625,264)
Inventory	(2,114,574)
LESS: Unreserved Fund Balance	
Reserve for Credit Rating Purposes	<b><u>(2,688,021)</u></b>
<b><u>ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2012</u></b>	<b>16,875,860</b>
Plus: Fiscal Year 2013 Estimated Revenues	<b>44,962,347</b>
Less: Fiscal Year 2013 Estimated Expenditures	<b><u>(53,760,418)</u></b>
<b><u>ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2014 AND FUTURE YEARS</u></b>	<b><u>8,077,789</u></b>
<b>Reserve for Credit Rating Purposes</b>	<b>2,688,021</b>
<b>Estimated Reserve for Credit Rating as a Percentage of Total Estimated Expenditures</b>	<b>5%</b>

**HARFORD COUNTY, MARYLAND  
STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE  
PARKS AND RECREATION FUND**

	<b><u>PARKS AND RECREATION FUND</u></b>
<b><u>Total Fund Balance at June 30, 2011</u></b>	265,152
2012 Revenue - Estimated	752,568
2012 Expenditures - Estimated	<u>(748,228)</u>
<b><u>Total Estimated Fund Balance at June 30, 2012</u></b>	<b><u>269,492</u></b>
 <b>FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2012</b>	
 <b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2012</u></b>	269,492
LESS: Reservation of Fund Balance	
Encumbrances	<u>(13,227)</u>
 <b><u>ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2012</u></b>	256,265
Plus: Fiscal Year 2013 Estimated Revenues	851,000
Less: Fiscal Year 2013 Estimated Expenditures	<u>(889,467)</u>
 <b><u>ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2014 AND FUTURE YEARS</u></b>	<b><u>217,798</u></b>

HARFORD COUNTY, MARYLAND  
STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE  
AGRICULTURAL LAND PRESERVATION - COUNTY

	AGRICULTURAL LAND PRESERVATION COUNTY
<b><u>TOTAL FUND BALANCE AT JUNE 30, 2011</u></b>	<b>48,455,544</b>
2012 Revenue - Estimated	7,800,000
2012 Expenditures - Estimated	<u>(7,747,308)</u>
<b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2012</u></b>	<b><u>48,508,236</u></b>
<b>FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2012</b>	
<b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2012</u></b>	<b>48,508,236</b>
LESS: Unreserved Fund Balance	
Designated for Other Purposes	<u>(46,471,662)</u>
<b><u>ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2012</u></b>	<b>2,036,574</b>
Plus: Fiscal Year 2013 Estimated Revenues	5,584,772
Less: Fiscal Year 2013 Estimated Expenditures	<u>(6,803,958)</u>
<b><u>ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2014 &amp; FUTURE YEARS</u></b>	<b><u>817,388</u></b>

**HARFORD COUNTY, MARYLAND  
STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE  
AGRICULTURAL LAND PRESERVATION - STATE**

	<b>AGRICULTURAL LAND PRESERVATION STATE</b>
<b><u>TOTAL FUND BALANCE AT JUNE 30, 2011</u></b>	0
2012 Revenue - Estimated	95,000
2012 Expenditures - Estimated	<u>(95,000)</u>
<b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2012</u></b>	<u><u>0</u></u>
<b>FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2012</b>	0
LESS: Unreserved Fund Balance	
Designated for Other Purposes	0
<b><u>ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2012</u></b>	0
Plus: Fiscal Year 2013 Estimated Revenues	100,000
Less: Fiscal Year 2013 Estimated Expenditures	<u>(100,000)</u>
LESS: Unreserved Fund Balance	
Designated for Other Purposes	
<b><u>ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2014 &amp; FUTURE YEARS</u></b>	<u><u>0</u></u>

**HARFORD COUNTY, MARYLAND  
STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE  
TAX INCREMENT FINANCING DEBT SERVICE FUND**

	<b>TIF DEBT SERVICE FUND</b>
<b><u>TOTAL FUND BALANCE AT JUNE 30, 2011</u></b>	<b>2,915,904</b>
2012 Revenue - Estimated	<b>1,000</b>
2012 Expenditures - Estimated	<b><u>(1,100,000)</u></b>
<b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2012</u></b>	<b><u>1,816,904</u></b>
<b>FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2012</b>	
<b><u>ESTIMATED UNAPPROPRIATED FUND BALANCE AT JUNE 30, 2012</u></b>	<b>1,816,904</b>
Plus: Fiscal Year 2013 Estimated Revenues	<b>1,100,000</b>
Less: Fiscal Year 2013 Estimated Expenditures	<b><u>(1,100,000)</u></b>
<b><u>ESTIMATED UNAPPROPRIATED FUND BALANCE FOR FY 2014 AND FUTURE YEARS</u></b>	<b><u>1,816,904</u></b>

**HARFORD COUNTY, MARYLAND**  
**STATEMENTS OF ESTIMATED UNRESTRICTED NET ASSETS**  
**WATER & SEWER OPERATING FUND AND WATER & SEWER DEBT SERVICE FUND**

	<b>WATER &amp; SEWER OPERATING FUND</b>	<b>WATER &amp; SEWER DEBT SERVICE FUND <sup>(1)</sup></b>
<b><u>TOTAL NET ASSETS AT JUNE 30, 2011</u></b>	<b>408,747,207</b>	<b>0</b>
<b>Less Invested in Capital Assets, Net of Related Debt</b>	<u>(290,793,475)</u>	<u>0</u>
<b>Net Assets Available for Appropriation at June 30, 2011</b>		
<b>Unrestricted Net Assets</b>	117,953,732	0
 Plus: Fiscal Year 2012 Estimated Revenues	36,369,047	13,426,790
Less: Fiscal Year 2012 Estimated Expenditures	<u>(41,779,627)</u>	<u>(15,126,946)</u>
<b>Net Assets Available for Appropriation at June 30, 2012</b>		
<b>Unrestricted Net Assets</b>	<b>112,543,152</b>	<b>(1,700,156)</b>
 Plus: Fiscal Year 2013 Estimated Revenues	35,870,300	13,826,976
Less: Fiscal Year 2013 Estimated Expenditures	<u>(45,534,686)</u>	<u>(15,474,439)</u>
<b>Net Assets Available for Appropriation at June 30, 2013</b>		
<b>Unrestricted Net Assets</b>	<b><u>102,878,766</u></b>	<b><u>(3,347,619)</u></b>

(1) It should be noted that while budget policy defines Water & Sewer Debt Service Fund as an individual account for management purposes, the County's financial statements consider it part of the Water & Sewer Fund.

<p style="text-align: center;"><b>HARFORD COUNTY, MARYLAND STATEMENT OF CONTINGENCY RESERVE</b></p>
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The Harford County Charter, Section 506. Contents of the Current Expense Budget, states: "The proposed current expense budget shall contain the following information . . . (6) a statement of the proposed contingency reserves, all of which shall not exceed three percent of the general fund and of any other fund; . . . " The following contingency reserve funds which represents 0.02 percent of the General Fund and 0.37 percent of the Highways Fund, have been included in the Approved Fiscal Year 2012-2013 Operating Budget.

GENERAL FUND	\$100,000
HIGHWAYS FUND	\$200,000

**HARFORD COUNTY, MARYLAND  
PERSONNEL SUMMARY**

	ENACTED FY 11				ENACTED FY 12				ENACTED FY 13			
	FULL TIME		PART TIME		FULL TIME		PART TIME		FULL TIME		PART TIME	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>GENERAL FUND</b>												
County Executive	12.00	827,329			11.00	792,264			11.00	823,334		
Administration	86.00	4,610,574	4.25	116,524	60.00	2,994,266	3.25	88,554	60.00	3,056,626	3.75	98,053
Procurement	17.00	793,626			16.00	806,690			15.00	735,217		
Treasury	39.00	2,314,455	0.60	20,767	38.00	2,038,589	0.60	20,767	38.00	2,113,977	0.60	20,767
Law	14.00	1,225,726	0.80	51,900	14.00	1,224,726	0.80	51,900	15.00	1,354,579	0.80	51,701
Planning & Zoning	43.00	2,460,428			42.00	2,388,100			42.00	2,345,956		
Human Resources	8.00	536,546			8.00	536,546			9.00	549,690		
Community Services	33.00	1,968,435	0.60	26,340	36.00	2,128,541			38.00	2,254,490		
Housing Agency	8.00	328,955			6.00	267,623			6.00	256,882		
Information & Communication Tech	0.00	0			26.00	1,664,846			27.00	1,724,032		
Sheriff's Office	509.00	29,754,763	5.10	149,466	509.00	29,868,027	4.55	133,347	510.00	30,417,163	5.25	153,862
Emergency Services	91.00	4,254,984			90.00	4,216,530			92.00	4,317,052		
Inspections, Licenses & Permits	40.00	2,200,153			40.00	2,223,523			40.00	2,181,845		
Public Works	24.00	1,173,789			24.00	1,223,841			24.00	1,199,879		
County Council	21.00	1,006,531	1.00	51,502	23.00	1,167,312	1.00	51,502	21.00	1,086,341	1.00	51,502
Judicial	29.00	1,592,772			29.00	1,647,737			29.00	1,653,227		
State's Attorney	56.00	3,449,256			57.00	3,500,667			57.00	3,578,788		
Parks & Recreation	99.00	4,639,994	3.00	85,453	99.50	4,641,628	2.50	55,742	101.50	4,723,094	2.50	55,742
Conservation of Natural Resources	4.00	227,080			4.00	222,030			4.00	240,680		
Economic Development	11.00	758,329	0.60	31,612	15.00	907,684	0.60	31,612	17.00	1,127,770		
<b>TOTAL GENERAL FUND</b>	<b>1,144.00</b>	<b>64,123,725</b>	<b>15.95</b>	<b>533,564</b>	<b>1,147.50</b>	<b>64,461,170</b>	<b>13.30</b>	<b>433,424</b>	<b>1,156.50</b>	<b>65,740,622</b>	<b>13.90</b>	<b>431,627</b>

**HARFORD COUNTY, MARYLAND  
PERSONNEL SUMMARY**

	ENACTED FY 11				ENACTED FY 12				ENACTED FY 13			
	FULL TIME		PART TIME		FULL TIME		PART TIME		FULL TIME		PART TIME	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>SOLID WASTE SERVICES</b>												
Public Works	33.00	1,549,292			33.00	1,511,683	0.60	24,960	33.00	1,533,649	1.20	38,526
<b>TOTAL SOLID WASTE SERVICES</b>	<b>33.00</b>	<b>1,549,292</b>	<b>0.00</b>	<b>0</b>	<b>33.00</b>	<b>1,511,683</b>	<b>0.60</b>	<b>24,960</b>	<b>33.00</b>	<b>1,533,649</b>	<b>1.20</b>	<b>38,526</b>
<b>HIGHWAYS FUND</b>												
Procurement	2.00	120,456			2.00	120,456			2.00	121,556		
Public Works	206.00	10,537,486			205.00	10,520,748			206.00	10,407,066		
<b>TOTAL HIGHWAYS FUND</b>	<b>208.00</b>	<b>10,657,942</b>	<b>0.00</b>	<b>0</b>	<b>207.00</b>	<b>10,641,204</b>	<b>0.00</b>	<b>0</b>	<b>208.00</b>	<b>10,528,622</b>	<b>0.00</b>	<b>0</b>
<b>WATER &amp; SEWER FUND</b>												
Treasury	9.00	483,096			9.00	480,161			9.00	466,393		
Public Works	170.00	9,332,262			170.00	9,268,568			170.00	9,023,468		
<b>TOTAL WATER &amp; SEWER FUND</b>	<b>179.00</b>	<b>9,815,358</b>	<b>0.00</b>	<b>0</b>	<b>179.00</b>	<b>9,748,729</b>	<b>0.00</b>	<b>0</b>	<b>179.00</b>	<b>9,489,861</b>	<b>0.00</b>	<b>0</b>
<b>SPECIAL REVENUE FUNDS</b>												
Parks and Recreation	2.00	96,288			2.50	142,040			2.50	142,040		
Ag Preservation - State		30,000				30,000				30,000		
Ag Preservation - County	1.00	47,838			1.00	47,838			1.00	47,838		
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>3.00</b>	<b>174,126</b>	<b>0.00</b>	<b>0</b>	<b>3.50</b>	<b>219,878</b>	<b>0.00</b>	<b>0</b>	<b>3.50</b>	<b>219,878</b>	<b>0.00</b>	<b>0</b>
<b>TOTAL ALL FUNDS</b>	<b>1,567.00</b>	<b>86,320,443</b>	<b>15.95</b>	<b>533,564</b>	<b>1,570.00</b>	<b>86,582,664</b>	<b>13.90</b>	<b>458,384</b>	<b>1,580.00</b>	<b>87,512,632</b>	<b>15.10</b>	<b>470,153</b>

FY 2013 POSITION CHANGES												
	FULL TIME ABOLISH & CREATES			FULL TIME TRANSFERS			PART TIME ABOLISH & CREATES			PART TIME TRANSFERS		
	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe
<b>GENERAL FUND</b>												
<b>COUNTY EXECUTIVE</b>												
Constituent Services Deputy Chief of Staff				1.00	82,000	114,167						
<b>Sub-total Constituent Services</b>	0.00	0	0	1.00	82,000	114,167	0.00	0	0	0.00	0	0
Division of Agricultural Affairs Management Assistant I				(1.00)	(50,930)	(79,809)						
<b>Sub-total Div of Ag Affairs</b>				(1.00)	(50,930)	(79,809)	0.00	0	0	0.00	0	0
<b>TOTAL COUNTY EXECUTIVE</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>31,070</b>	<b>34,358</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>
<b>ADMINISTRATION</b>												
Facilities & Operations Custodial Worker I Custodial Worker II	(1.00)	(30,000)	(55,250)				0.50	11,300	14,267			
<b>Sub-total Facilities &amp; Operations</b>	(1.00)	(30,000)	(55,250)	0.00	0	0	0.50	11,300	14,267	0.00	0	0
Budget & Management Research (BMR) Grants Administrator				1.00	63,000	91,960						
<b>Sub-total BMR</b>	0.00	0	0	1.00	63,000	91,960	0.00	0	0	0.00	0	0
<b>TOTAL ADMINISTRATION</b>	<b>(1.00)</b>	<b>(30,000)</b>	<b>(55,250)</b>	<b>1.00</b>	<b>63,000</b>	<b>91,960</b>	<b>0.50</b>	<b>11,300</b>	<b>14,267</b>	<b>0.00</b>	<b>0</b>	<b>0</b>

FY 2013 POSITION CHANGES												
	FULL TIME ABOLISH & CREATES			FULL TIME TRANSFERS			PART TIME ABOLISH & CREATES			PART TIME TRANSFERS		
	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe
<b>PROCUREMENT</b>												
Procurement Operations												
Deputy Director of Procurement	(1.00)	(92,003)	(117,547)									
<b>Sub-total Property Management</b>	(1.00)	(92,003)	(117,547)	0.00	0	0	0.00	0	0	0.00	0	0
<b>TOTAL PROCUREMENT</b>	<b>(1.00)</b>	<b>(92,003)</b>	<b>(117,547)</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>
<b>TREASURY</b>												
Office of the Treasurer												
Accountant III				0.00	(16,414)	(22,633)						
<b>Sub-total Office of the Treasurer</b>	0.00	0	0	0.00	(16,414)	(22,633)	0.00	0	0	0.00	0	0
Bureau of Accounting												
Accountant IV (Unfunded in FY 12)				(1.00)	0	0						
<b>Sub-total Bureau of Accounting</b>	0.00	0	0	(1.00)	0	0	0.00	0	0	0.00	0	0
Bureau of Revenue Collections												
Chief, Bureau of Accounting				1.00	86,085	118,795						
<b>Sub-total Bur of Revenue Collections</b>	0.00	0	0	1.00	86,085	118,795	0.00	0	0	0.00	0	0
<b>TOTAL TREASURY</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>69,671</b>	<b>96,162</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>
<b>LAW</b>												
Legal Services												
Management Assistant II	(1.00)	(58,540)	(85,603)									
Legislative Drafter				1.00	74,455	105,202						
Senior Assistant County Attorney				1.00	105,448	138,115						
<b>TOTAL LAW</b>	<b>(1.00)</b>	<b>(58,540)</b>	<b>(85,603)</b>	<b>2.00</b>	<b>179,903</b>	<b>243,317</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>
<b>HUMAN RESOURCES</b>												
Clerk Typist	1.00	34,595	46,590									
<b>TOTAL HUMAN RESOURCES</b>	<b>1.00</b>	<b>34,595</b>	<b>46,590</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>

FY 2013 POSITION CHANGES												
	FULL TIME ABOLISH & CREATES			FULL TIME TRANSFERS			PART TIME ABOLISH & CREATES			PART TIME TRANSFERS		
	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe
<b>COMMUNITY SERVICES</b>												
Community Development Administrative Specialist II Grants Coordinator	1.00	52,055	79,167	(1.00)	(60,000)	(87,250)						
<b>Sub-total Community Development</b>	1.00	52,055	79,167	(1.00)	(60,000)	(87,250)	0.00	0	0	0.00	0	0
Office on Aging Administrative Assistant II				1.00	40,096	53,034						
<b>Sub-total Office on Aging</b>	0.00	0	0	1.00	40,096	53,034	0.00	0	0	0.00	0	0
Harford Transit Administrative Assistant II				1.00	42,760	51,318						
<b>Sub-total Harford Transit</b>	0.00	0	0	1.00	42,760	51,318	0.00	0	0	0.00	0	0
<b>TOTAL COMMUNITY SERVICES</b>	<b>1.00</b>	<b>52,055</b>	<b>79,167</b>	<b>1.00</b>	<b>22,856</b>	<b>17,102</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>
<b>INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)</b>												
Administrative Assistant II Administrative Secretary III Computer System Engineer I	1.00 1.00	50,000 39,900	64,560 64,809	(1.00)	(46,494)	(74,029)						
<b>TOTAL INFO &amp; COMMUNICATION TECH</b>	<b>2.00</b>	<b>89,900</b>	<b>129,369</b>	<b>(1.00)</b>	<b>(46,494)</b>	<b>(74,029)</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>

FY 2013 POSITION CHANGES												
	FULL TIME ABOLISH & CREATES			FULL TIME TRANSFERS			PART TIME ABOLISH & CREATES			PART TIME TRANSFERS		
	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe
<b>SHERIFF'S OFFICE</b>												
Administration & Support												
Sergeant				0.00	(2,392)	(599)						
Law Enforcement Analyst				1.00	48,880	75,456						
Law Enforcement Records Technician II				(2.00)	(82,888)	(145,117)						
<b>Sub-total Administration &amp; Support</b>	0.00	0	0	(1.00)	(36,400)	(70,260)	0.00	0	0	0.00	0	0
Patrol Operations												
Sergeant				(1.00)	(77,106)	(117,878)						
Corporal				1.00	61,298	97,747						
Deputy First Class				(2.00)	(74,774)	(158,923)						
Law Enforcement Records Technician II				1.00	53,934	77,905						
Crossing Guard							0.70	20,514	61,830			
<b>Sub-total Patrol Operations</b>	0.00	0	0	(1.00)	(36,648)	(101,149)	0.70	20,514	61,830	0.00	0	0
Investigative Services												
Lieutenant				0.00	(2,517)	(15,891)						
Captain				1.00	100,734	142,203						
Sergeant				0.00	2,392	(6,857)						
Deputy First Class				1.00	54,620	92,218						
TRAC Coordinator	1.00	48,318	74,648									
Law Enforcement Records Technician II				1.00	35,110	55,904						
<b>Sub-total Investigative Services</b>	1.00	48,318	74,648	3.00	190,339	267,577	0.00	0	0	0.00	0	0
Correctional Services												
Corrections Records Technician II				1.00	33,093	56,457						
Law Enforcement Records Technician II				(1.00)	(36,171)	(50,033)						
<b>Sub-total Correctional Services</b>	0.00	0	0	0.00	(3,078)	6,424	0.00	0	0	0.00	0	0
Court Services												
Lieutenant				0.00	(5,283)	1,579						
Corporal				0.00	0	(3,332)						
Deputy First Class				1.00	27,018	60,132						
Deputy				(1.00)	(57,429)	(101,446)						
Law Enforcement Records Technician II				0.00	(3,078)	(5,581)						
<b>Sub-total Court Services</b>	0.00	0	0	0.00	(38,772)	(48,648)	0.00	0	0	0.00	0	0
CSAFE Grant												
Law Enforcement Analyst				(1.00)	0	*						
<b>Sub-total CSAFE Grant</b>	0.00	0	0	(1.00)	0	0	0.00	0	0	0.00	0	0
<b>TOTAL SHERIFF'S OFFICE</b>	<b>1.00</b>	<b>48,318</b>	<b>74,648</b>	<b>0.00</b>	<b>75,441</b>	<b>53,944</b>	<b>0.70</b>	<b>20,514</b>	<b>61,830</b>	<b>0.00</b>	<b>0</b>	<b>0</b>

\* Position is 100% funded by CSAFE grant

FY 2013 POSITION CHANGES												
	FULL TIME ABOLISH & CREATES			FULL TIME TRANSFERS			PART TIME ABOLISH & CREATES			PART TIME TRANSFERS		
	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe
<b>EMERGENCY OPERATIONS</b>												
Administration												
Administrator				1.00	105,000	141,049						
Emergency Planner I	1.00	50,000	64,313									
Emergency Planner II	1.00	70,306	100,499									
<b>Sub-total Administration</b>	2.00	120,306	164,812	1.00	105,000	141,049	0.00	0	0	0.00	0	0
Special Operations & Support Svcs												
Deputy Manager				(1.00)	(78,000)	(112,523)						
<b>Sub-total Special Ops &amp; Support</b>	0.00	0	0	(1.00)	(78,000)	(112,523)	0.00	0	0	0.00	0	0
<b>TOTAL EMERGENCY OPERATIONS</b>	<b>2.00</b>	<b>120,306</b>	<b>164,812</b>	<b>0.00</b>	<b>27,000</b>	<b>28,526</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>
<b>COUNTY COUNCIL</b>												
Council Office												
Administrative Assistant II	(1.00)	(37,415)	(63,476)	(3.00)	(130,966)	(180,672)						
Administrative Specialist II	2.00	100,000	153,530									
Assistant Council Administrator				1.00	75,009	102,537						
Legislative Drafter				(1.00)	(74,455)	(108,106)						
Senior Council Attorney				(1.00)	(105,448)	(142,291)						
<b>Sub-total Council Office</b>	1.00	62,585	90,054	(4.00)	(235,860)	(328,532)	0.00	0	0	0.00	0	0
Office of County Auditor												
Administrative Specialist II	(1.00)	(58,000)	(88,353)									
Policy Analyst (Unfunded in FY 13)	1.00	0	0					0	0			
<b>Sub-total Office of County Auditor</b>	0.00	(58,000)	(88,353)	0.00	0	0	0.00	0	0	0.00	0	0
Board of Appeals & Rezoning												
Management Assistant II				(1.00)	(65,009)	(93,420)						
<b>Sub-total Bd of Appeals &amp; Rezoning</b>	0.00	0	0	(1.00)	(65,009)	(93,420)	0.00	0	0	0.00	0	0
Office of the Council Attorney and Peoples' Counsel												
Council Attorney	1.00	118,000	155,549									
Assistant Council Attorney (Unfunded FY 13)	1.00	0	0									
<b>Sub-total Ofc of Council Attorney</b>	2.00	118,000	155,549	0.00	0	0	0.00	0	0	0.00	0	0
<b>TOTAL COUNTY COUNCIL</b>	<b>3.00</b>	<b>122,585</b>	<b>157,250</b>	<b>(5.00)</b>	<b>(300,869)</b>	<b>(421,952)</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>

FY 2013 POSITION CHANGES												
	FULL TIME ABOLISH & CREATES			FULL TIME TRANSFERS			PART TIME ABOLISH & CREATES			PART TIME TRANSFERS		
	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe
<b>PARKS &amp; RECREATION</b>												
Recreation Services Administrative Assistant II Recreation Specialist III	1.00	47,400	75,342	1.00	48,110	70,993						
<b>Sub-total Recreation Svcs</b>	1.00	47,400	75,342	1.00	48,110	70,993	0.00	0	0	0.00	0	0
<b>TOTAL PARKS &amp; RECREATION</b>	<b>1.00</b>	<b>47,400</b>	<b>75,342</b>	<b>1.00</b>	<b>48,110</b>	<b>70,993</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>
<b>ECONOMIC DEVELOPMENT</b>												
Office of Economic Development Administrative Assistant II Administrative Specialist I	1.00	60,000	88,307	1.00	48,819	75,234	(0.60)	(31,612)	(56,330)			
<b>Sub-total Ofc of Econ Development</b>	1.00	60,000	88,307	1.00	48,819	75,234	(0.60)	(31,612)	(56,330)	0.00	0	0
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>1.00</b>	<b>60,000</b>	<b>88,307</b>	<b>1.00</b>	<b>48,819</b>	<b>75,234</b>	<b>(0.60)</b>	<b>(31,612)</b>	<b>(56,330)</b>	<b>0.00</b>	<b>0</b>	<b>0</b>
<b>TOTAL CHANGES TO GENERAL FUND</b>	<b>9.00</b>	<b>394,616</b>	<b>557,085</b>	<b>0.00</b>	<b>218,507</b>	<b>215,615</b>	<b>0.60</b>	<b>202</b>	<b>19,767</b>	<b>0.00</b>	<b>0</b>	<b>0</b>
<b>SOLID WASTE SERVICES</b>												
<b>PUBLIC WORKS</b>												
Solid Waste Management Laborer							0.60	13,566	23,020			
<b>TOTAL PUBLIC WORKS</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.60</b>	<b>13,566</b>	<b>23,020</b>	<b>0.00</b>	<b>0</b>	<b>0</b>
<b>TOTAL CHANGES TO SOLID WASTE SERVICES</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.60</b>	<b>13,566</b>	<b>23,020</b>	<b>0.00</b>	<b>0</b>	<b>0</b>

FY 2013 POSITION CHANGES												
	FULL TIME ABOLISH & CREATES			FULL TIME TRANSFERS			PART TIME ABOLISH & CREATES			PART TIME TRANSFERS		
	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe	# of Positions	Salary	Salary & Fringe
<b>HIGHWAYS FUND</b>												
<b>PUBLIC WORKS</b>												
Bureau of Highways Engineering Civil Engineer III				1.00	109,159	146,310						
<b>Sub-total Highways Engineering</b>	0.00	0	0	1.00	109,159	146,310	0.00	0	0	0.00	0	0
Bureau of Highways Maintenance Civil Engineer III Laborer	1.00	32,400	58,569	(1.00)	(109,159)	(147,099)						
<b>Sub-total Highways Maintenance</b>	1.00	32,400	58,569	(1.00)	(109,159)	(147,099)	0.00	0	0	0.00	0	0
<b>TOTAL PUBLIC WORKS</b>	<b>1.00</b>	<b>32,400</b>	<b>58,569</b>	<b>0.00</b>	<b>0</b>	<b>(789)</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>
<b>TOTAL CHANGES TO HIGHWAYS FUND</b>	<b>1.00</b>	<b>32,400</b>	<b>58,569</b>	<b>0.00</b>	<b>0</b>	<b>(789)</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>
<b>WATER &amp; SEWER FUND</b>												
<b>TREASURY</b>												
Water & Sewer Accounting Accountant III				0.00	9,732	(7,482)						
<b>TOTAL TREASURY</b>	0.00	0	0	0.00	9,732	(7,482)	0.00	0	0	0.00	0	0
<b>PUBLIC WORKS</b>												
Maintenance Computer Records Assistant				(1.00)	(43,893)	(71,305)						
<b>Sub-total Maintenance</b>	0.00	0	0	(1.00)	(43,893)	(71,305)	0.00	0	0	0.00	0	0
Water Production W/WW Facility Mechanic Trainee				1.00	33,100	41,149						
<b>Sub-total Water Production</b>	0.00	0	0	1.00	33,100	41,149	0.00	0	0	0.00	0	0
<b>TOTAL PUBLIC WORKS</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>(10,793)</b>	<b>(30,156)</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>
<b>TOTAL CHANGES TO WATER &amp; SEWER</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>(1,061)</b>	<b>(37,638)</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>
<b>TOTAL CHANGES TO ALL FUNDS</b>	<b>10.00</b>	<b>427,016</b>	<b>615,654</b>	<b>0.00</b>	<b>217,446</b>	<b>177,188</b>	<b>1.20</b>	<b>13,768</b>	<b>42,787</b>	<b>0.00</b>	<b>0</b>	<b>0</b>



***The Black Eyed Susan, the official Maryland State flower***

**HARFORD COUNTY**  
**SPENDING AFFORDABILITY ADVISORY COMMITTEE**  
**REPORT TO THE COUNTY EXECUTIVE**  
**FOR FISCAL YEAR 2013**

**Members of the Committee**

C. Joseph Kelly, Jr., Chair

Steven Wiseman  
(Chamber of Commerce)

John H. Cain

Glenn E. Ross

Susie Comer

Frank Hajek

**Ex-Officio**  
Lester Guthorn

**Harford County Government Staff**  
Mary F. Chance, Director of Administration  
Kathryn L. Hewitt, Treasurer  
Rick Pernas, Deputy Treasurer  
Kimberly Spence, Chief, Budget & Management Research  
Sharon Neil, Executive Secretary

## **Executive Summary**

The Spending Affordability Advisory Committee ("Committee") has concluded that the continuing economic challenges have, and will continue to have, an impact on the revenues of the County. The County should be prepared for a modest positive change in the Net Adjusted General Fund Budget from FY 2012 to FY 2013 as the Committee expects growth of 2.80%. The Committee has projected Income Tax revenue to increase 2.0% from FY 2012 revised budget to FY 2013 after growing a projected 3.1% from FY 2011 to FY 2012. As property values are continuing to decline in the County, the Committee believes property tax revenues should decline from FY 2012 to FY 2013 with a decrease of 0.3%.

## **I. Purpose**

The Spending Affordability Advisory Committee ("Committee") was created by Executive Order 92-2 and further amended by Executive Order 00-04. The Executive Order charged the Committee as follows:

- a. On or before February 15th of each year, the Committee shall submit a report to the County Executive with recommendations of fiscal goals for the County budget for the next fiscal year.
- b. The report shall contain fiscal goal recommendations for the next fiscal year in the following areas:
  - i) Recommended level of County spending for operating funds
  - ii) Recommended level of new debt authorization
  - iii) Recommended level of unassigned fund balance or retained earnings

iv) Any other findings or recommendations the Committee considers appropriate.

In discharging its responsibilities pursuant to the Executive Order, the Committee was cognizant of the need for a Report which, when based purely upon the consensus findings and conclusions of the Committee, would be used as a tool by Harford County Government in assisting the budgeting as well as other processes. The resulting methodology is similar to that which has historically been utilized to predict anticipated revenue growth. The Committee primarily used publicly available data with realistic and recognized methodology in its analysis. The Committee had no preconceived intentions as to the findings or recommendations contained herein.

## **II. Methodology and Background**

### **A. Methodology, Background and Data Studied**

Since its inception in 1992, the Committee has been reporting under the County's Executive Order creating the Committee. We were very fortunate that the composition of the Committee consisted of four returning members, and two new members, who worked well together to meet this task with a broad base of relevant experience. Therefore, we were able to focus all our efforts on our primary charges.

Over the years of operation, the Committee has formulated a methodology for adopting a guideline of the percentage increase in spending affordability for the County. The Committee again decided to follow the traditional "budget based" estimate of spending affordability. That is, estimating a level of revenue that will become available, through the collection of taxes and fees, assuming no increase in applicable rates not already enacted or announced. This approach contrasts methodologies adopted by certain other jurisdictions which are typically defined as estimating spending levels tied to citizens' ability to pay for additional services.

We also utilized information from the following sources:

- Income tax collections for Harford County, through January, 2012, provided by the Harford County Treasurer.

- Property tax collections, and estimates, for Harford County, through FY 2012 and 2013, provided by the Harford County Treasurer.
- Approved Harford County Annual Operating and Capital Budgets - In - Brief FY 2011- FY 2012.
- Additional input from the County Treasurer as to the impact of the Maryland General Assembly recent actions and any pertinent information or estimates from the State Comptroller's office.
- The County Debt Management Policy dated April 13, 2010 and a debt burden analysis for years 2010-2017 as prepared by the Treasurer's office.

#### B. Selected Method - Further Qualifications

The Committee reviewed, in detail, revenue estimates for the property tax and the local income tax. Collectively, property and income tax collections represent approximately 90% of total General Fund revenues to the County. The Committee reviewed historical data, developed trends, and forecasted revenues for both FY 2012 and FY 2013 from these two revenue sources.

Due to a lack of historical patterns, the Committee presumed no significant changes in other revenue sources, such as licensing, permit, investment income (note: as these are becoming more significant, the Committee does recommend future committees consider the impact of these other fees), and miscellaneous fees, or in miscellaneous State funding, such as police or law enforcement aid. The Committee also considered no increases, or decreases, in federal or state funding. The Committee specifically cites the existence of \$25.9 million in appropriated fund balance from the FY 2011 audit and \$129.7 thousand in other one time revenues. The Committee understands the County utilizes these non-recurring sources of funds to pay for one time expenditures and, therefore, are not included in the base year for growth calculations.

The Committee also reviewed the FY 2012 General Operating Budget as a necessary step in carrying out its charge to recommend a FY 2013 spending level. It was necessary to adjust the FY 2012 General Operating Budget to reflect the reduction of the appropriated fund balance equal to \$25.9 million and a further reduction of \$129.7 thousand for other one time revenues. Our approach has been to estimate annual recurring revenue, therefore excluding non-recurring sources of funds. This has been an adjustment we have historically made to exclude these non-recurring sources of funds. This adjustment yielded an Adjusted FY 2012 General Operating Budget of \$450.4 million.

### C. Debt Authorization

The Committee has reviewed the County's Debt Management Plan dated April 13, 2010. The Debt Management Plan includes a discussion of strategic capital planning and sets overall objectives for issuance of debt and debt service loads. The Committee concurs in those objectives and the reasoning set forth in the Debt Management Plan, and considers the objectives both reasonable and conservative. The Committee seeks to offer the County some guidance on this topic, and our general impressions as to the level of debt contemplated by the plan. We do not intend to give advice to the County on the highly technical subject of debt issuance and structure. As detailed in the plan, the County will engage qualified financial advisors, bond counsel, and bond underwriters to give them advice on the issuance and structure of the County's debt.

The Committee reviewed the Debt Affordability Ratios provided by the Debt Management Plan and their impact on the expected debt level in FY 2013:

- The County aims to maintain the per capita debt level of the County at a level below 10% of the personal income of County residents.

We do not have an estimate of the personal income for FY 2013. The County should consider whether this is a relevant metric to be

used. Analytically, this ratio would have some value in assessing the debt burden of the County. Unfortunately, information on personal income is delayed as much as two, or more, years.

- The County aims to maintain a level of debt not to exceed \$2,500 per capita. Projected FY 2013 level is expected to be \$1,843.
- The County aims to maintain a debt level under 2.3% of the full cash value of assessable property in the County. The projected level for FY 2013 is 1.7%.
- The County aims to have debt service not exceed 10% of budgeted general fund expenditures. Projected FY 2013 levels are 8.7%.

The Committee believes the proposed level of debt for Fiscal Year 2013 is reasonable. The County will be comfortably within its guidelines and this appears to be a conservative position in our view. Care should be taken to revisit the guidelines periodically to make sure they are still relevant, prudent, and allow the most reasonable use of debt for proper public purposes. Since, most of the County debt is publicly issued, additional consideration needs to be given to the requirements of the public debt rating agencies and bond investors. The Committee finds additional comfort in the recent reaffirmation of the County's strong public debt ratings as a testament to the sound fiscal policies employed by the County. Fitch and Moody's have continued to award the County their highest ratings (AAA and Aaa) while Standard & Poors awarded the County its second highest rating of AA+.

While the Committee recognizes the County's obvious strength in the management of the debt service levels with regard to the General Fund, the Committee would be remiss in ignoring potential impacts to the General Fund from other sources. The Water and Sewer Operating Fund was established as a self-sustaining utility to provide for water and sewer services for Harford County. Revenue from users covers costs of providing these services. However, the Committee is aware that the Water and Sewer Operating Fund may incur payments for

debt service before repayment by consumers is realized. The General Fund must be used to satisfy any unpaid debt service in that fund should such a situation ever arise.

The Committee believes that the County should continually review its Enterprise funds to ensure the enterprise is self sustaining and not dependent on the General Fund.

#### D. Fund Balance

The Committee reviewed the County's practice of maintaining an unassigned fund balance of approximately five percent of the annual General Operating Fund Budget. The Committee endorses maintaining this practice for a number of reasons. The reader should note that, in practice, the County actually assigns the money and creates a "Fiscal Stabilization Fund". This reserve acts as funds that could be used by the County to fund revenue shortfalls, only by legislative action. The credit rating agencies have endorsed this practice and the Committee feels it is within the spirit of what we are recommending.

First, the five percent unassigned balance helps to ensure healthy County operations and services during recessionary conditions or due to unexpected shortfalls in revenue. Recent years have proven to be difficult and turbulent times in which to manage County Government. The wisdom of conservatively managing expenditures and planning for the possibility of economic downturns, or other uncontrollable and unexpected economic forces in recent years, has allowed for steady and consistent operation.

Second, the fund balance contributes to Harford County's enviable bond ratings, which are especially important in this current economy. In rating the County's credit worthiness, some of the rating agencies have cited the fund balance as a source of financial strength.

The Committee believes ending unassigned fund balance in excess of \$10,000,000 and in excess of five percent should, under normal circumstances, be applied to subsequent budget years.

### **III. Recommendations**

#### **Operating Budget**

Based upon our review and analysis of procedures already outlined, the Committee recommends that the FY 2012 General Operating Budget increase the FY 2012 Net Adjusted General Fund Budget, of \$450.4 million, by 2.80%. This represents approximately \$463.1 million in ongoing revenues. Note, based on the current state of the economy, the Committee was concerned over the impact to property tax revenues as well as all revenue sources of the County. Due to the current recession, it was noted that we could expect further reductions in property taxes. As property taxes are a significantly larger source of revenue than income taxes, a decline in this source can be particularly impactful. The revenue loss in FY 2013 will be mitigated somewhat by the Homestead credit, however, the decline in property values (and thus property taxes ) will be more fully felt in 2014 and beyond.

The Committee noted an expected rise in the income tax revenue and expects that trend to continue as the economy recovers. Small business profits should begin to recover, employment for County residents should improve, and the return of capital gains should continue to drive this revenue source.

#### **Debt Authorization**

The Committee spent considerable time discussing County debt authorization, reviewing the Debt Management Plan, and the expected debt levels in future years. We noted the County has a recently updated debt management plan dated April 2010, which, to us, appears to place reasonable parameters on the issuance of debt by the County. A review of expected levels of debt into FY 2013 indicated the County remained comfortably within the debt metrics imposed by the plan.

As the County issues new debt, the Committee strongly urges the Administration to consider potential impacts to debt service from other funds. The Committee will continue to study this process each year.

#### Fund Balance

The Committee recommends that the unassigned fund balance (Fiscal Stabilization Fund) be maintained at five percent of the General Fund Operating Budget.

#### Additional Recommendations

The Committee's recommendation that spending should increase by 2.80%, over the FY 2012 Net Adjusted General Fund Budget of \$450.4 million, is based upon its assessment of available revenues and in certain projected FY 2012 revenues.

The Committee believes that its recommendations and forecasts should be reviewed and tested at fiscal year-end 2012 and throughout FY 2013 as it prepares its recommendations for FY 2014. This is particularly important as there continues to be uncertainty in the markets.

Revisions in revenue estimates prepared by State or County agencies, or supplemental budget authorizations occurring after the date of our report, may require adjustment to these recommendations. The Committee reviewed the income tax distributions through January 2012 to arrive at its projections. In its analysis the Committee believed FY 2012 income tax revenue would increase by 3.1% and FY 2013 income tax revenue would increase by 2.0%.

Typically, this Committee's focus has been on income tax revenues and property tax revenues. We have typically assumed static balances in the other budget areas but have tried to make the County aware of any significant areas of concern. The rapid drop in market interest rates have been a major help in reducing the cost of the County's debt, however, it has had a major impact on the County's investment portfolio. Cash received from revenues is invested in short term securities until it is needed during the fiscal year. Given the size of the

County budget, this investment portfolio can be quite large during the year. Interest earned on the portfolio is expected to provide additional revenue to cover expenses of the County. The rapid drop in interest rates has materially impacted the investment income of the County. This situation should not improve for most, or all of, FY 2013.

The continuing sluggish economy has adversely impacted property values, transfer taxes and other real estate related fees. This has translated into lower real estate taxes as the new assessment process continues. The Committee estimates property tax revenue to decline over 0.3% in FY 2013. Unfortunately, the U.S. economy was hit with a credit crisis during the summer of 2007 and is continuing as of the date of this report. This credit crisis hit the mortgage markets by severely limiting the availability of sub-prime mortgages and consequently eliminating a significant number of borrowers/buyers from the real estate market. With less access to capital, and fewer buyers, the US real estate market has continued to experience a decline in real estate values. The Committee believes the effects are now being felt by Harford County. The assessment process has resulted in declines in County property values which will continue to have a significant impact on FY 2013 real estate tax revenue. In addition, there may continue to be an impact to recordation taxes, transfer taxes and other real estate activity fees due to slower sales in Harford County real estate. Some of these impacts could be partially mitigated by BRAC effects.

The Committee recognizes the County's need to utilize our forecasts in long range budget planning. Given the uncertainties cited in this report, the County should continually monitor conditions and not rely upon this report beyond the fiscal year for which it is intended.

Some further recommendations of the Committee include the following:

1. Future committees should include in their revenue model the impact of other significant revenues such as impact fees, real estate activity taxes and fees, and interest/investment income.

2. The County Executive should update the Executive Order for the Committee which dates to 1992 and has not been amended since 2000. Duties and areas of concentration may have changed and others may be more valuable to the Executive and the County.
3. The County should review its Enterprise funds to ensure the underlying enterprise is self supporting and not at risk of becoming dependent on funding from the General Fund.
4. The State of Maryland is finalizing its budget and the proposed budget contains significant state expenses that have been recommended to be charged to the counties. While the proposals include some additional revenues, the magnitude of the charges to be borne by the County could be considerable and have not been contemplated by our report. Accordingly, the County needs to continually study the budget process and adjust the budget as needed.

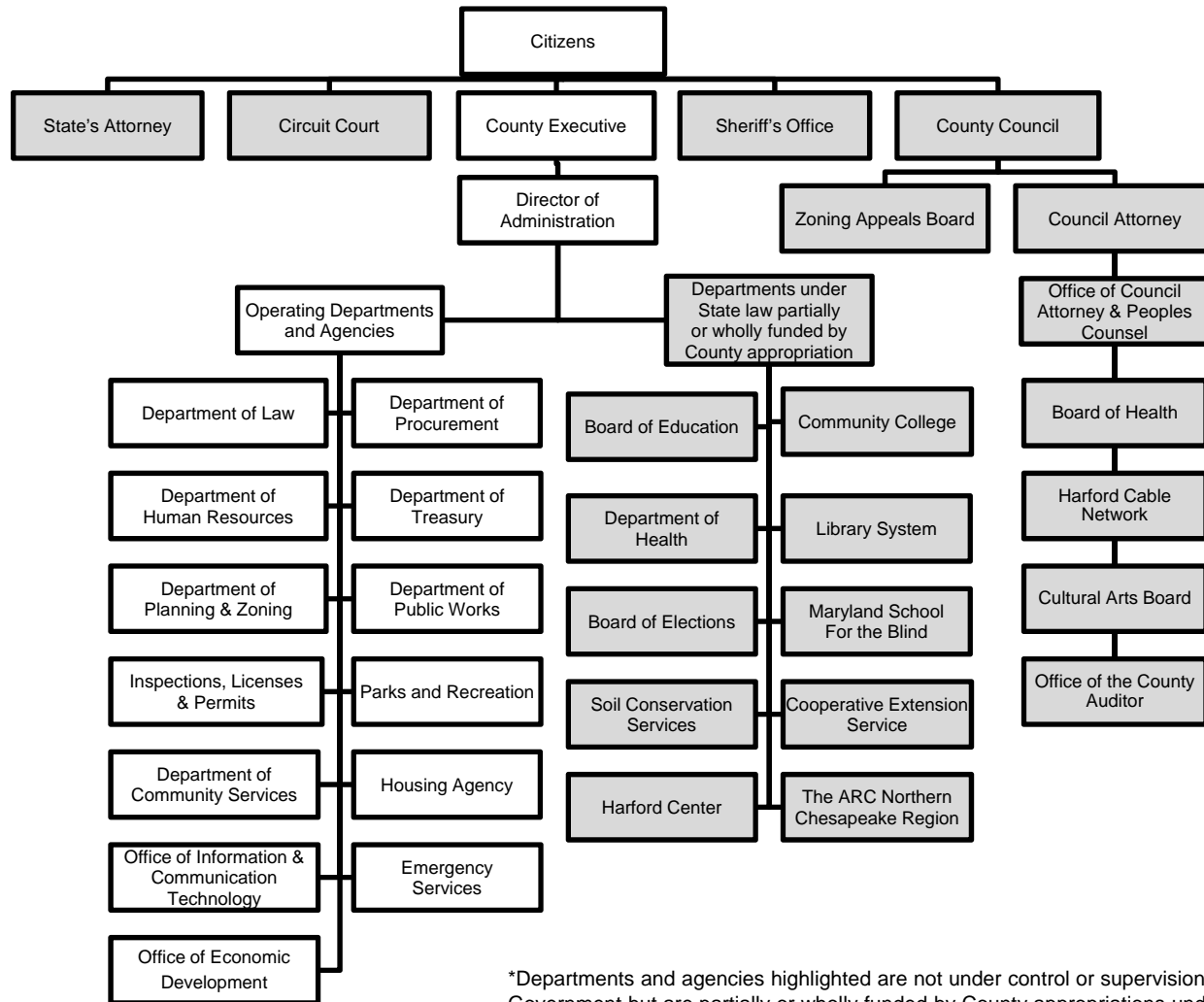
#### **IV. Acknowledgments**

The Committee cannot complete its task without expressing its sincere appreciation to all County employees who assisted the Committee in this endeavor. Particularly, the Committee wishes to thank Mary Chance, Director of Administration, Kathryn Hewitt, Treasurer, Rick Pernas, Deputy County Treasurer, and Kimberly Spence, Chief, Budget and Management Research, for their efforts in providing estimates and historical revenue data and for their careful and detailed explanations of the County's budgeting structure. The Committee also wishes to thank Sharon Neil for her efforts in coordinating the Committee's meetings and providing staff support. In addition, the Committee held meetings from September through February as it reviewed its materials.

February 15, 2012

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# HARFORD COUNTY GOVERNMENT ORGANIZATION CHART



\*Departments and agencies highlighted are not under control or supervision of Harford County Government but are partially or wholly funded by County appropriations under State law.

**FY 13 APPROVED ALL FUNDS  
REVENUE BREAKDOWN**

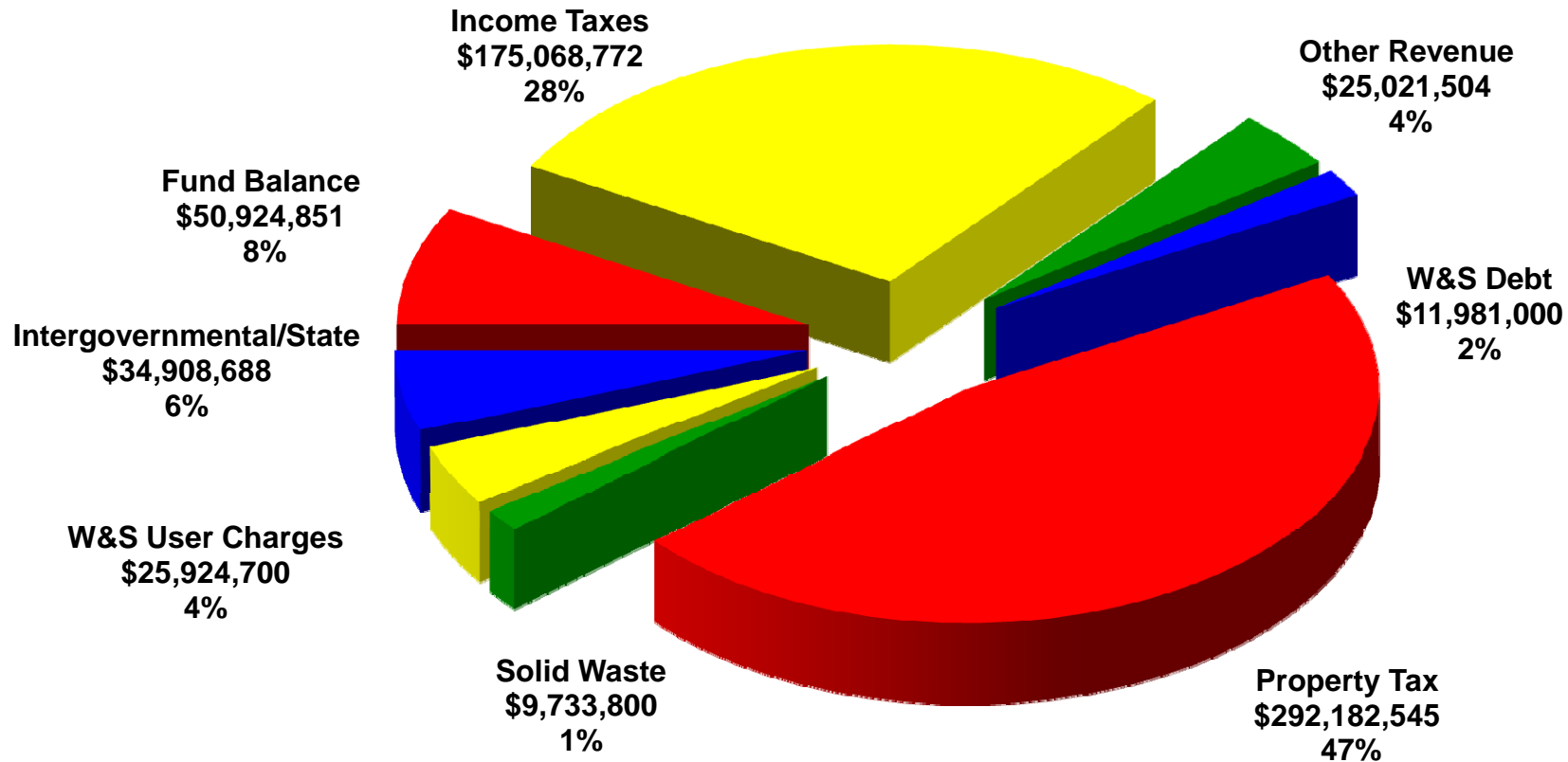
<b>PROPERTY TAXES:</b>	<b>47%</b>	<b>292,182,545</b>	<b>INCOME TAX</b>	<b>28%</b>	<b>175,068,772</b>
Real & Personal	291,968,152				
Transfer Tax	4,800,000		<b>W &amp; S USER CHARGES</b>	<b>4%</b>	<b>25,924,700</b>
Special Tax	1,099,000				
Deductions	(5,684,607)				
<b>INTERGOVERNMENTAL/STATE:</b>	<b>6%</b>	<b>34,908,688</b>	<b>W &amp; S DEBT SERVICE:</b>	<b>2%</b>	<b>11,981,000</b>
Recordation/Transfer Tax	19,585,301		Development	4,987,400	
Pro Rata	208,837		Capital Assessment	5,171,800	
Highways Users Tax	1,254,847		Capital Connections	1,505,700	
Other	13,859,703		Other	316,100	
<b>FUND BALANCE/UNRESTRICTED NET ASSETS:</b>	<b>8%</b>	<b>50,924,851</b>	<b>OTHER REVENUE:</b>	<b>4%</b>	<b>25,021,504</b>
General Fund Balance	20,357,278		Licenses/Permits	3,305,800	
Highways Fund Balance	8,798,071		Service Charges	6,899,220	
County - Ag Preservation	1,219,186		Fines & Forfeitures	134,300	
P & R Special Revenues	38,467		Miscellaneous	6,850,720	
Unrestricted Net Assets	11,311,849		Capital Recovery	2,168,200	
Contributed Capital	9,200,000		Other Taxes	4,255,000	
			Investment Income	1,408,264	
<b>SOLID WASTE:</b>	<b>1%</b>	<b>9,733,800</b>			
Waste to Energy	9,733,800				

<b>TOTAL ALL FUNDS REVENUES</b>	<b>625,745,860</b>
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# ALL FUNDS REVENUES

## Fiscal Year 2012 - 2013

### TOTAL APPROVED BUDGET \$625,745,860

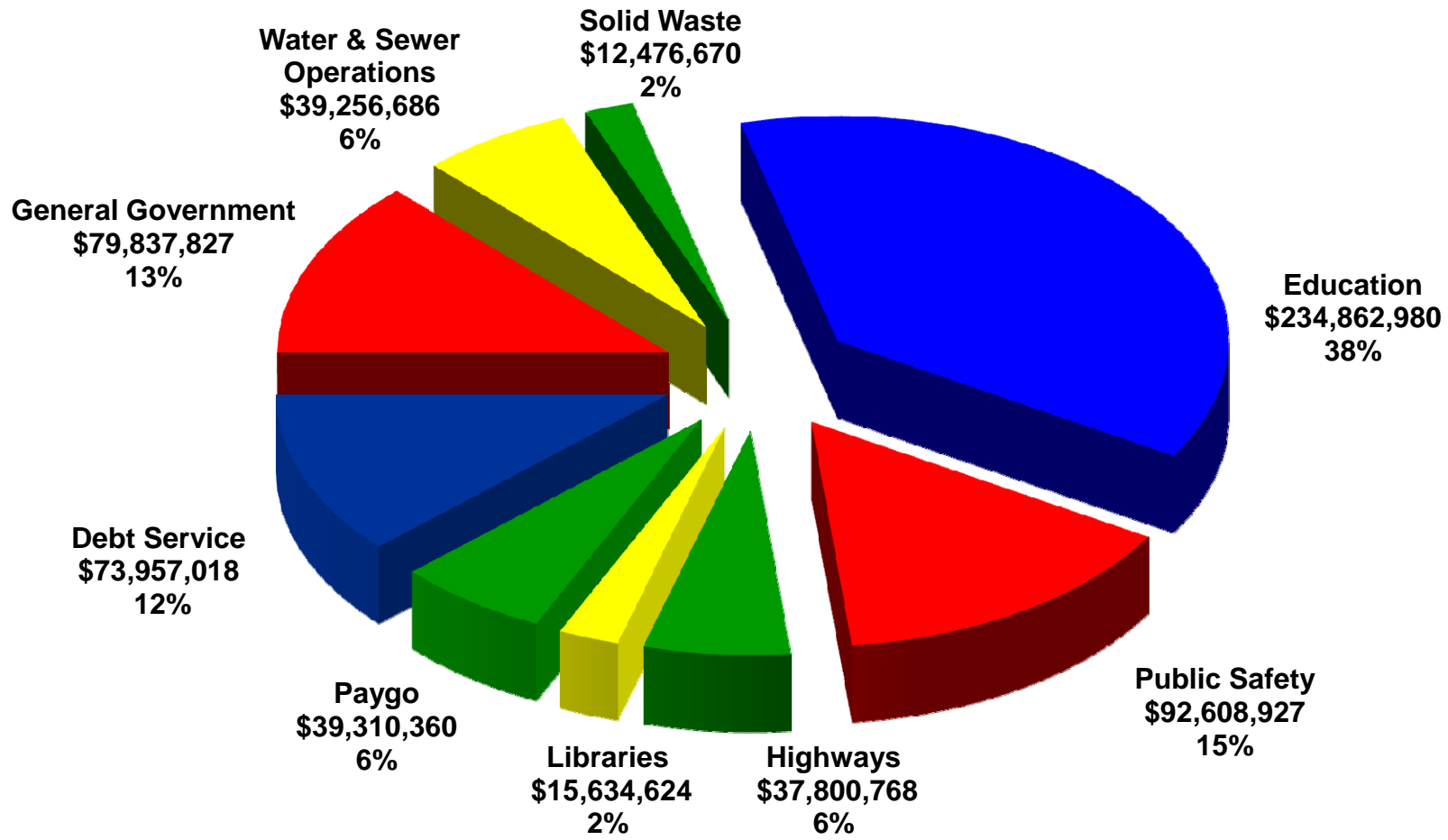


**FY 13 APPROVED ALL FUNDS  
APPROPRIATIONS BREAKDOWN**

<b>GENERAL GOVERNMENT:</b>	<b>13%</b>	<b>79,837,827</b>	<b>EDUCATION:</b>	<b>38%</b>	<b>234,862,980</b>
County Executive	2,069,989		Board of Education	35%	219,821,368
Administration	7,181,279		Harford Community College	2%	14,961,612
Procurement	3,971,268		School for the Blind		80,000
Treasury	3,648,424				
Law	1,958,165		<b>PUBLIC SAFETY:</b>	<b>15%</b>	<b>92,608,927</b>
Planning & Zoning	4,103,969		Sheriff		66,516,256
Human Resources	1,348,661		Emergency Services		12,916,159
Community Services	6,989,144		Volunteer Fire Companies		6,809,642
Handicapped Care Centers	2,298,730		Inspections, Licenses & Permits		3,942,575
Health	4,028,318		Environmental Services		2,424,295
Housing	460,065				
Information & Communication	4,122,488				
Council	2,763,743		<b>HIGHWAYS:</b>	<b>6%</b>	<b>37,800,768</b>
Judicial	2,820,204		Fleet Management		7,164,720
State's Attorney	5,464,716		Personnel Matters		283,199
Elections	1,942,172		Public Works		28,719,333
Parks & Recreation	10,636,811		Insurance		390,004
Natural Resources	612,468		Benefits		1,043,512
Economic Development	2,484,704		Contingency Reserve		200,000
Insurance	1,063,401				
Benefits	4,718,725		<b>LIBRARIES</b>	<b>2%</b>	<b>15,634,624</b>
Appropriation to Towns	3,360,383				
Appropriation to State	1,640,000		<b>PAYGO:</b>	<b>6%</b>	<b>39,310,360</b>
Rural Legacy Program	50,000		General - Capital Improvements		17,752,225
Contingency Reserve	100,000		Highways - Capital Improvements		15,280,135
			Water & Sewer - Capital Improvements		6,278,000
<b>WATER &amp; SEWER OPERATIONS:</b>	<b>6%</b>	<b>39,256,686</b>			
Treasury	792,629		<b>DEBT SERVICE:</b>	<b>12%</b>	<b>73,957,018</b>
Personnel Matters	199,906		General		48,260,231
Public Works	37,580,597		AG Preservation - County		6,324,868
Insurance	252,828		Highways		679,515
Benefits	430,726		Water & Sewer Debt Service		15,474,439
			Solid Waste Services		2,117,965
<b>SOLID WASTE MANAGEMENT:</b>	<b>2%</b>	<b>12,476,670</b>	TIF Debt Service		1,100,000
Public Works	12,476,670				

<b>TOTAL ALL FUNDS APPROPRIATIONS</b>	<b>625,745,860</b>
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**ALL FUNDS  
APPROPRIATIONS  
Fiscal Year 2012 - 2013  
TOTAL APPROVED BUDGET \$625,745,860**



## ALL FUNDS SUMMARY

### ALL FUNDS SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	147,357,474	140,603,285	149,659,924	143,107,478	143,490,168
20	CONTRACTUAL SERVICES	40,684,951	40,596,678	49,180,720	52,228,980	52,228,980
30	SUPPLIES & MATERIALS	11,155,700	11,743,905	13,845,894	14,314,923	14,314,923
40	BUSINESS & TRAVEL	7,837,801	8,024,196	8,941,287	9,115,525	9,115,525
50	CAPITAL OUTLAY	1,701,606	939,534	5,510,978	1,061,426	1,061,426
60	DEBT SERVICE	83,173,057	62,336,549	75,156,558	73,708,018	73,708,018
70	MISCELLANEOUS	297,254,066	290,874,662	305,701,051	324,126,409	331,185,900
80	INTER-GOVERNMENTAL EXPENSES	2,480,025	3,069,350	793,720	640,920	640,920
	<b>GRAND TOTAL</b>	<b>591,644,680</b>	<b>558,188,159</b>	<b>608,790,132</b>	<b>618,303,679</b>	<b>625,745,860</b>
<b><u>SUMMARY BY FUND:</u></b>						
11	GENERAL	469,976,765	442,157,529	476,439,692	480,417,076	487,488,257
25	HIGHWAYS	48,680,639	43,563,367	49,076,513	53,760,418	53,760,418
26	PARKS AND RECREATION	688,324	676,139	850,736	889,467	889,467
27	AG PRESERVATION - COUNTY	5,102,167	4,184,163	8,778,221	6,803,958	6,803,958
28	AG PRESERVATION - STATE	260,330	70,864	117,000	100,000	100,000
31	TAX INCREMENT FINANCING	0	1,146,834	1,825,000	1,100,000	1,100,000
51	WATER & SEWER OPERATING	38,736,746	36,799,171	41,530,806	45,163,686	45,534,686
53	WATER & SEWER DEBT SERVICE	14,037,696	15,282,737	15,126,946	15,474,439	15,474,439
55	SOLID WASTE SERVICES	14,162,013	14,307,355	15,045,218	14,594,635	14,594,635
	<b>GRAND TOTAL</b>	<b>591,644,680</b>	<b>558,188,159</b>	<b>608,790,132</b>	<b>618,303,679</b>	<b>625,745,860</b>

## ALL FUNDS SUMMARY

### ALL FUNDS SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY DEPARTMENT:</u></b>					
01	COUNTY EXECUTIVE	1,406,654	1,850,998	2,081,726	2,069,989	2,069,989
02	ADMINISTRATION	10,836,674	10,740,448	7,312,356	7,181,279	7,181,279
03	PROCUREMENT	10,027,251	9,814,238	10,925,686	11,135,988	11,135,988
04	TREASURY	4,697,373	4,580,902	4,606,081	4,441,053	4,441,053
05	LAW	1,778,541	1,681,756	1,882,790	1,958,165	1,958,165
06	PLANNING AND ZONING	4,649,259	3,983,400	8,435,703	4,103,969	4,103,969
08	HUMAN RESOURCES	6,764,280	1,310,574	1,866,013	1,831,766	1,831,766
09	COMMUNITY SERVICES	6,798,767	6,377,161	7,164,827	6,989,144	6,989,144
14	HANDICAPPED CARE CENTERS	2,298,730	2,298,730	2,298,730	2,298,730	2,298,730
15	GOVERNMENTAL & COMMUNITY RELATIONS	477,191	0	0	0	0
16	HEALTH	4,079,795	3,890,437	4,029,330	4,028,318	4,028,318
17	HOUSING AGENCY	552,403	585,581	498,977	460,065	460,065
18	INFORMATION & COMMUNICATION TECHNOLOGY	0	0	3,927,717	4,122,488	4,122,488
21	SHERIFF'S OFFICE	62,601,104	63,800,429	67,370,596	66,133,566	66,516,256
22	EMERGENCY SERVICES	17,723,269	18,177,550	19,039,301	19,725,801	19,725,801
26	INSPECTIONS, LICENSES & PERMITS	3,716,431	3,977,313	4,071,317	3,942,575	3,942,575
30	PUBLIC WORKS	83,357,247	78,597,229	81,540,098	81,200,895	81,200,895
40	COUNTY COUNCIL	1,997,664	2,088,793	2,537,353	2,763,743	2,763,743
41	JUDICIAL	2,666,892	2,849,134	2,969,845	2,820,204	2,820,204
43	STATE'S ATTORNEY	5,235,026	5,417,976	5,737,871	5,464,716	5,464,716
48	ELECTIONS	857,914	1,706,262	1,689,125	1,942,172	1,942,172
54	BOARD OF EDUCATION	210,414,800	211,067,388	214,291,627	214,291,627	219,821,368
56	HARFORD COMMUNITY COLLEGE	15,939,806	14,512,764	14,961,612	14,961,612	14,961,612
57	MARYLAND SCHOOL FOR THE BLIND	64,512	66,340	71,250	71,250	80,000
58	LIBRARIES	15,312,147	15,112,147	15,512,147	15,534,624	15,634,624
59	PARKS AND RECREATION	9,722,676	9,925,081	10,342,768	10,547,811	10,636,811
63	CONSERVATION OF NATURAL RESOURCES	451,757	470,453	600,581	612,468	612,468
65	ECONOMIC DEVELOPMENT	2,191,763	2,171,358	2,241,700	2,484,704	2,484,704
66	DEBT SERVICE	83,366,547	62,508,462	75,574,458	73,957,018	73,957,018
67	INSURANCE	0	0	0	1,706,233	1,706,233
68	BENEFITS	5,194,684	4,476,547	8,597,915	6,192,963	6,192,963
70	PAYGO / APPROPRIATION TO TOWNS	16,463,523	14,148,708	26,310,632	43,028,743	44,360,743
90	RESERVE FOR CONTINGENCIES	0	0	300,000	300,000	300,000
	<b>GRAND TOTAL</b>	<b>591,644,680</b>	<b>558,188,159</b>	<b>608,790,132</b>	<b>618,303,679</b>	<b>625,745,860</b>
	<b>SUMMARY OF GRANT BUDGET</b>					<b>2,553,845</b>

## ALL FUNDS SUMMARY

### ALL FUNDS SUMMARY:

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY REVENUE SOURCE:</u></b>					
PROPERTY TAXES	292,290,242	295,823,988	293,101,765	292,182,545	292,182,545
INCOME TAXES	154,181,039	166,483,042	161,600,000	175,068,772	175,068,772
W & S USER CHARGES	23,845,859	24,925,630	25,835,499	25,924,700	25,924,700
WASTE TO ENERGY PLANT	9,736,716	9,319,774	11,034,304	9,733,800	9,733,800
W & S DEBT SERVICE	15,073,500	16,280,392	12,133,397	11,981,000	11,981,000
INTERGOVERNMENTAL/STATE-SHARED	29,121,188	33,354,806	27,594,565	34,908,688	34,908,688
INVESTMENT INCOME	5,366,737	2,191,728	1,281,726	1,408,264	1,408,264
FUND BAL APPROP/UNRESTRICTED NET ASSETS	0	0	43,967,465	43,482,670	50,924,851
OTHER REVENUE	<u>63,127,286</u>	<u>27,139,016</u>	<u>32,241,411</u>	<u>23,613,240</u>	<u>23,613,240</u>
<b>GRAND TOTAL</b>	<b><u>592,742,567</u></b>	<b><u>575,518,376</u></b>	<b><u>608,790,132</u></b>	<b><u>618,303,679</u></b>	<b><u>625,745,860</u></b>

FY 13 Approved Budget                      **\$625,745,860**

FY 12 Approved Budget                      **\$608,790,132**

\$ growth    **\$16,955,728**

% growth    **2.79%**

# GENERAL

<p align="center"><b>FY 13 APPROVED GENERAL FUND REVENUE BREAKDOWN</b></p>
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<b>PROPERTY TAX:</b>	<b>52%</b>	<b>251,910,102</b>	<b>INCOME TAX</b>	<b>36%</b>	<b>175,068,772</b>
Real & Personal	257,080,807				
Deductions	(5,170,705)		<b>FUND BALANCE</b>	<b>4%</b>	<b>20,357,278</b>
<b>MISCELLANEOUS:</b>	<b>2%</b>	<b>10,654,536</b>	<b>INTERGOVERNMENTAL/STATE:</b>	<b>6%</b>	<b>29,497,569</b>
Other Taxes	4,255,000		Intergovernmental	2,941,800	
Service Charges	2,085,620		Intra-County	4,437,734	
Fines & Forfeitures	105,100		Pro Rata	3,859,734	
Miscellaneous Revenues	562,200		Recordation	6,206,738	
Investment Income	351,416		Transfer	12,051,563	
Licenses & Permits	3,295,200				

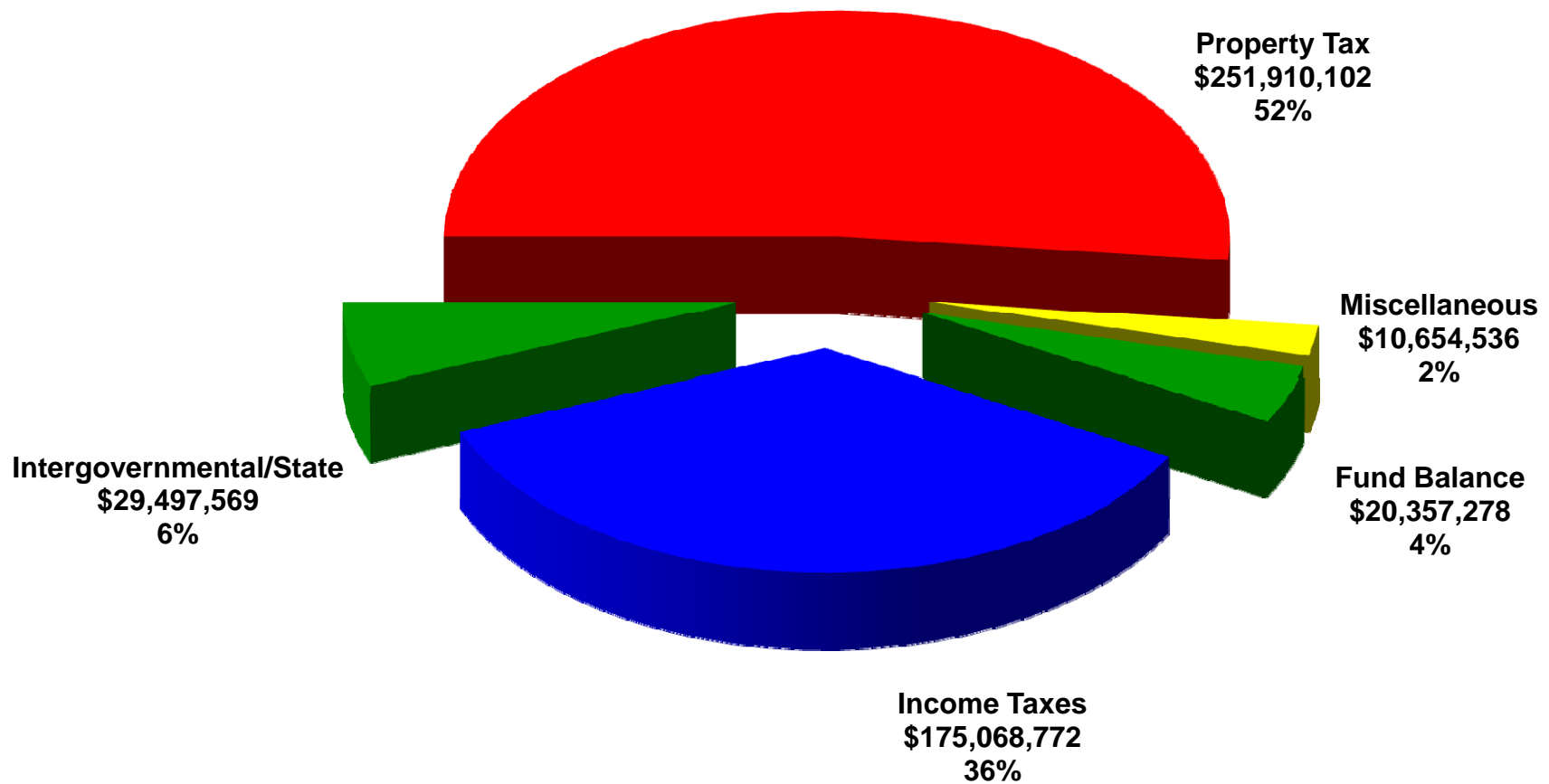
<p><b>TOTAL GENERAL FUND REVENUES</b></p>
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<p><b>487,488,257</b></p>
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# GENERAL FUND REVENUES

Fiscal Year 2012 - 2013

**TOTAL APPROVED BUDGET \$487,488,257**



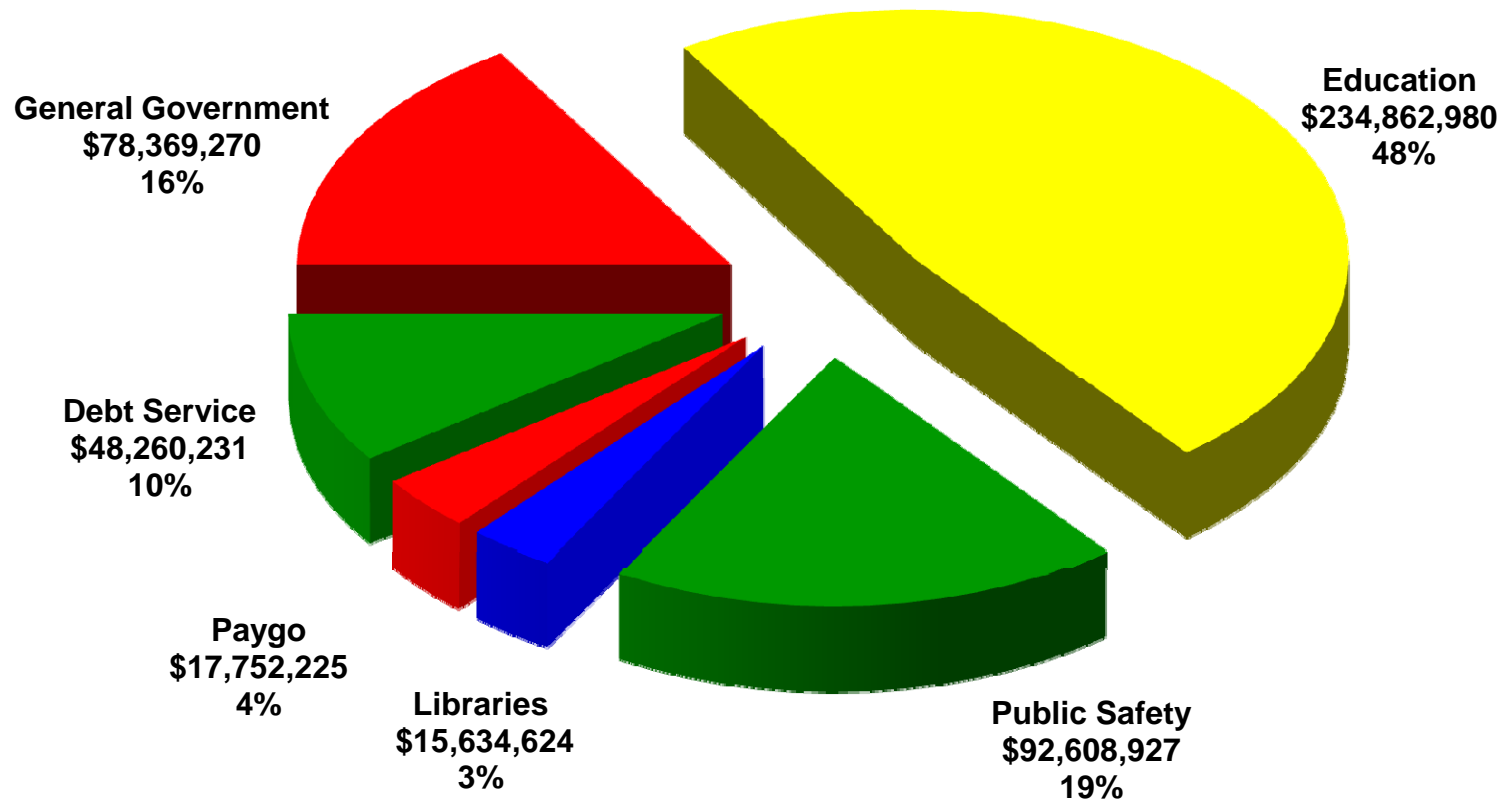
**FY 13 APPROVED GENERAL FUND  
APPROPRIATIONS BREAKDOWN**

<b>GENERAL GOVERNMENT:</b>	<b>16%</b>	<b>78,369,270</b>	<b>EDUCATION:</b>	<b>48%</b>	<b>234,862,980</b>
County Executive	2,069,989		Board of Education	45%	219,821,368
Administration	7,181,279		Harford Community College	3%	14,961,612
Procurement	3,971,268		School for the Blind		80,000
Treasury	3,648,424				
Law	1,958,165				
Planning & Zoning	3,524,879		<b>PUBLIC SAFETY:</b>	<b>19%</b>	<b>92,608,927</b>
Human Resources	1,348,661		Sheriff		66,516,256
Community Services	6,989,144		Emergency Services		12,916,159
Handicapped Care Centers	2,298,730		Volunteer Fire Companies		6,809,642
Health	4,028,318		Inspections, Licenses & Permits		3,942,575
Housing	460,065		Environmental Services		2,424,295
Info. & Communication Technology	4,122,488				
Council	2,763,743				
Judicial	2,820,204		<b>LIBRARIES</b>	<b>3%</b>	<b>15,634,624</b>
State's Attorney	5,464,716				
Elections	1,942,172		<b>PAYGO</b>	<b>4%</b>	<b>17,752,225</b>
Parks & Recreation	9,747,344		Capital Improvements		17,752,225
Natural Resources	612,468				
Economic Development	2,484,704		<b>DEBT SERVICE</b>	<b>10%</b>	<b>48,260,231</b>
Insurance	1,063,401				
Benefits	4,718,725				
Appropriation to Towns	3,360,383				
Appropriation to State	1,640,000				
Rural Legacy Program	50,000				
Contingency Reserve	100,000				

**TOTAL GENERAL FUND APPROPRIATIONS**

**487,488,257**

**GENERAL FUND  
APPROPRIATIONS  
Fiscal Year 2012 - 2013  
TOTAL APPROVED BUDGET \$487,488,257**



## GENERAL FUND

### ORIGIN/PURPOSE:

The Harford County Charter, Article V Budget and Finance, Section 502. (b) defines the term "County funds" to mean "any money appropriated or approved by the Council to which the County may at any time have legal or equitable title."

The General Fund is the principal operating fund for Harford County Government and encompasses all financial resources and activities, not required by law or County policy, to be maintained in another specific fund. General Fund appropriations are used primarily to finance the administrative activities of County Government to provide services to its citizens. In addition, the allocation of County funds in support of the Board of Education, the Library system, Harford Community College, the Health Department, some State agencies, and certain non-profit and/or community programs, is made from the General Fund.

Charter Section 523 (b) also states "No general fund revenues or receipts shall be dedicated to, expended for, or used to supplement appropriations from a special fund except as a loan to such special fund."

Property Taxes are the largest source of General Fund revenue, followed by Income Taxes. Other sources include licenses, permits, fines, forfeitures, investments, rental income, sales, services and charges to user agencies, other local taxes, and State shared revenue. Any excess unappropriated fund balance realized at the end of a fiscal year, above the 5% Unappropriated General Fund Balance maintained by County policy, is appropriated into the next fiscal year's budget and treated as one-time funding for that fiscal year.

### FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	110,059,066	106,188,290	112,988,172	109,093,082	109,475,772
20	CONTRACTUAL SERVICES	19,741,048	21,030,221	26,634,470	28,948,095	28,948,095
30	SUPPLIES & MATERIALS	3,396,848	3,704,855	4,572,329	4,722,123	4,722,123
40	BUSINESS & TRAVEL	2,848,209	3,003,168	3,422,015	3,573,795	3,573,795
50	CAPITAL OUTLAY	503,516	330,465	482,881	192,239	192,239
60	DEBT SERVICE	61,714,003	38,778,407	50,410,352	48,190,231	48,190,231
70	MISCELLANEOUS	270,948,978	267,932,119	277,915,803	285,681,941	292,370,432
80	INTERGOVERNMENTAL	765,097	1,190,004	13,670	15,570	15,570
	<b>GRAND TOTAL</b>	<b><u>469,976,765</u></b>	<b><u>442,157,529</u></b>	<b><u>476,439,692</u></b>	<b><u>480,417,076</u></b>	<b><u>487,488,257</u></b>

## GENERAL FUND

### FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY DEPARTMENT:</u></b>						
01	COUNTY EXECUTIVE	1,406,654	1,850,998	2,081,726	2,069,989	2,069,989
02	ADMINISTRATION	10,836,674	10,740,448	7,312,356	7,181,279	7,181,279
03	PROCUREMENT	3,798,048	3,655,279	3,927,660	3,971,268	3,971,268
04	TREASURY	3,919,065	3,810,543	3,747,671	3,648,424	3,648,424
05	LAW	1,778,541	1,681,756	1,882,790	1,958,165	1,958,165
06	PLANNING & ZONING	3,579,754	3,794,311	3,787,790	3,524,879	3,524,879
08	HUMAN RESOURCES	4,913,697	1,199,503	1,378,154	1,348,661	1,348,661
09	COMMUNITY SERVICES	6,798,767	6,377,161	7,164,827	6,989,144	6,989,144
14	HANDICAPPED CARE CENTERS	2,298,730	2,298,730	2,298,730	2,298,730	2,298,730
15	GOV'T & COMMUNITY RELATIONS	477,191	0	0	0	0
16	HEALTH	4,079,795	3,890,437	4,029,330	4,028,318	4,028,318
17	HOUSING AGENCY	552,403	585,581	498,977	460,065	460,065
18	INFORMATION & COMMUNICATION TECHNOLOGY	0	0	3,927,717	4,122,488	4,122,488
21	SHERIFF'S OFFICE	62,601,104	63,800,429	67,370,596	66,133,566	66,516,256
22	EMERGENCY SERVICES	17,723,269	18,177,550	19,039,301	19,725,801	19,725,801
26	INSPECTIONS, LICENSES & PERMITS	3,716,431	3,977,313	4,071,317	3,942,575	3,942,575
30	PUBLIC WORKS	3,395,740	2,349,543	2,541,596	2,424,295	2,424,295
40	COUNTY COUNCIL	1,997,664	2,088,793	2,537,353	2,763,743	2,763,743
41	JUDICIAL	2,666,892	2,849,134	2,969,845	2,820,204	2,820,204
43	STATE'S ATTORNEY	5,235,026	5,417,976	5,737,871	5,464,716	5,464,716
48	ELECTIONS	857,914	1,706,262	1,689,125	1,942,172	1,942,172
54	BOARD OF EDUCATION	210,414,800	211,067,388	214,291,627	214,291,627	219,821,368
56	HARFORD COMMUNITY COLLEGE	15,939,806	14,512,764	14,961,612	14,961,612	14,961,612
57	MARYLAND SCHOOL FOR THE BLIND	64,512	66,340	71,250	71,250	80,000
58	LIBRARIES	15,312,147	15,112,147	15,512,147	15,534,624	15,634,624
59	PARKS & RECREATION	9,034,352	9,248,942	9,492,032	9,658,344	9,747,344
63	CONSERVATION OF NATURAL RESOURCES	451,757	470,453	600,581	612,468	612,468
65	ECONOMIC DEVELOPMENT	2,191,763	2,171,358	2,241,700	2,484,704	2,484,704
66	DEBT SERVICE	61,740,769	38,811,545	50,538,252	48,260,231	48,260,231
67	INSURANCE	0	0	0	1,063,401	1,063,401
68	BENEFITS	4,121,830	3,140,737	6,260,950	4,718,725	4,718,725
70	MISCELLANEOUS	8,071,670	7,304,108	14,374,809	21,841,608	22,802,608
90	RESERVE FOR CONTINGENCIES	0	0	100,000	100,000	100,000
	<b>GRAND TOTAL</b>	<b>469,976,765</b>	<b>442,157,529</b>	<b>476,439,692</b>	<b>480,417,076</b>	<b>487,488,257</b>

## GENERAL FUND

### FUND SUMMARY:

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY REVENUE SOURCE:</u></b>					
PROPERTY TAXES	250,377,620	255,054,626	252,687,411	251,910,102	251,910,102
INCOME TAXES	154,181,039	166,483,042	161,600,000	175,068,772	175,068,772
LICENSES & PERMITS	3,146,182	3,294,897	2,993,200	3,295,200	3,295,200
INTERGOVERNMENTAL	1,567,504	1,604,149	2,557,591	2,941,800	2,941,800
SERVICE CHARGES	2,112,706	2,011,338	1,941,800	2,085,620	2,085,620
FINES & FORFEITURES	108,441	112,671	93,500	105,100	105,100
INVESTMENT INCOME	526,446	383,719	642,178	351,416	351,416
MISCELLANEOUS REVENUES	46,416,262	5,243,568	10,090,662	4,817,200	4,817,200
RECORDATION/TRANSFER TAX	3,975,000	18,310,951	12,829,734	18,258,301	18,258,301
INTRA-COUNTY TRANSFERS	19,193,489	9,936,204	8,484,954	8,297,468	8,297,468
FUND BALANCE APPROPRIATION	0	0	22,518,662	13,286,097	20,357,278
<b>GRAND TOTAL</b>	<b><u>481,604,689</u></b>	<b><u>462,435,165</u></b>	<b><u>476,439,692</u></b>	<b><u>480,417,076</u></b>	<b><u>487,488,257</u></b>

## GENERAL FUND

### FINANCIAL NOTES:

FY 13 Approved Budget	\$487,488,257
FY 12 Approved Budget	\$476,439,692
\$ increase	\$11,048,565
% increase	2.32%

The \$11,048,565 projected increase in General Fund Revenues results from:

	FY 12	FY 13	CHANGE			
o	252,687,411	251,910,102	(777,309)	<u>PROPERTY TAXES</u>		
				FY 13 Approved Budget	\$251,910,102	51.68% of the FY 13 General Fund
				FY 12 Approved Budget	\$252,687,411	53.04% of the FY 12 General Fund
				\$ decline	(\$777,309)	
				% decline	(0.31%)	

Maryland State law provides that all real property is subject to the property tax. Property owners receive a property tax bill each year, which is effective as of July 1st.

Properties are reassessed by law once every three years and property owners are notified by the Maryland Department of Assessments and Taxation of any change in their assessment. Assessments are certified to the County where they are converted into property tax bills by applying the appropriate property tax rate.

Each year the State reassesses one group, resulting in a complete reassessment of the County every three years. Decreased assessments, regardless of the property type, are fully applied in the first year. The total of the assessed values of local property is the County's assessable base, which can change through reassessment and the loss or gain of building and personal property.

The Homestead Tax Credit assists homeowners dealing with large assessment increases on their principal residence. The credit limits the increase in taxable assessments each year to a fixed percentage. Every county and municipality in Maryland is required to limit its taxable assessment increase to 10% or less each year. Harford County's limit is capped at 5% beginning July 1, 2010. This means the homeowner pays no property tax at a market value increase which is above the 5% limit.

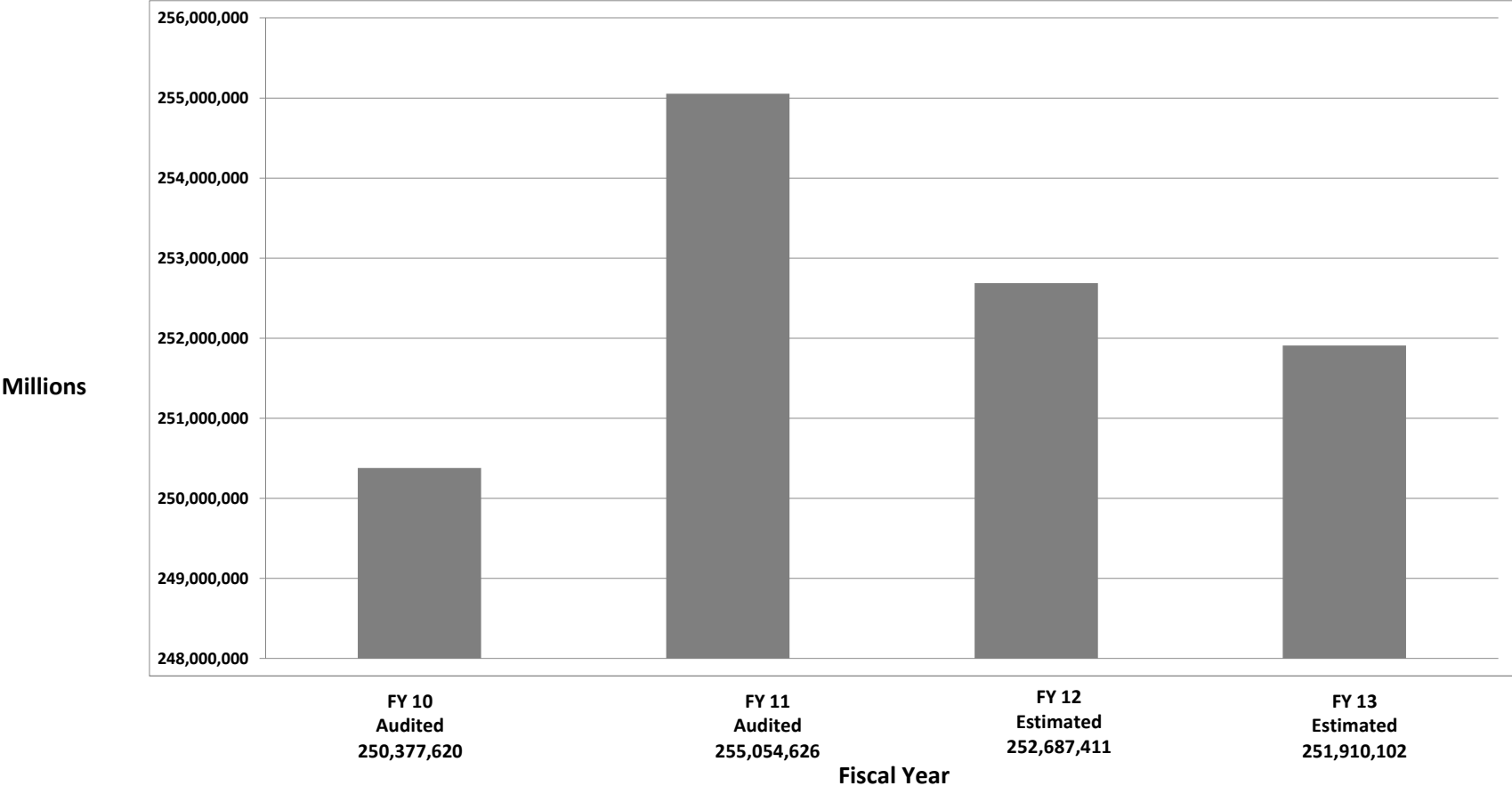
We consider various sources of information to make property tax revenue projections. The primary source is the Maryland Department of Assessment and Taxation (SDAT). They provide assessment estimates in November and March for the current, and next two upcoming tax years. The second source of information is building permit activity reports, transfer tax reports, and real estate sales information. These reports along with prior year data are reviewed in order to properly complete a trend analysis.

The (0.31%) reduction in property tax revenue for FY 13 is primarily due to flat property values.

GENERAL FUND

FINANCIAL NOTES:

PROPERTY TAX TREND



## GENERAL FUND

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE				
o	161,600,000	175,068,772	13,468,772	<u>INCOME TAXES</u>			
				FY 13 Approved Budget	\$175,068,772	35.91%	of the FY 13 General Fund
				FY 12 Approved Budget	\$161,600,000	33.92%	of the FY 12 General Fund
				\$ growth	\$13,468,772		
				% growth	8.33%		

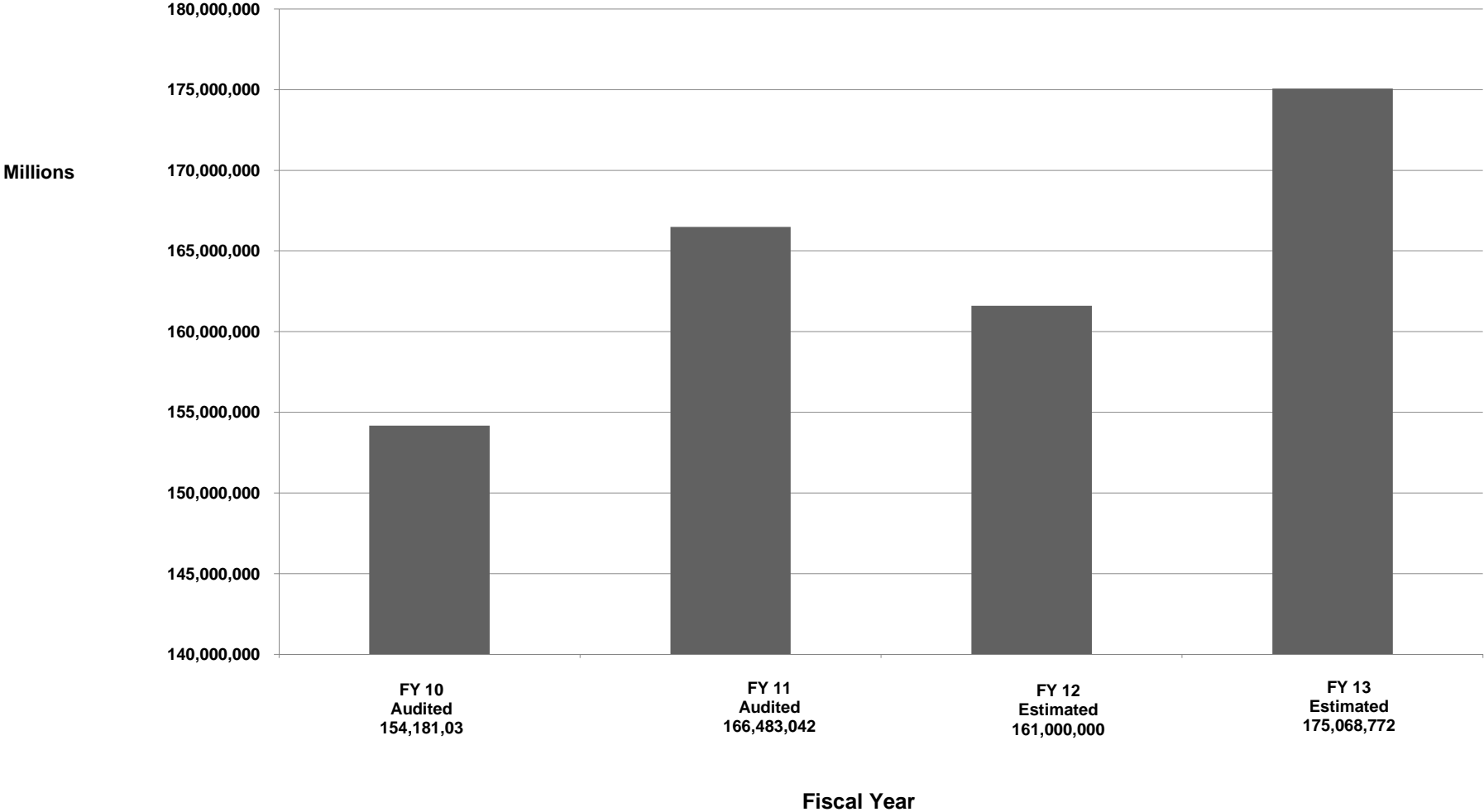
Each jurisdiction in Maryland is required to set a local Income Tax rate to be applied to the net taxable personal income on an annual basis. Harford County's rate is 3.06% which was established in calendar year 2001. The State of Maryland collects all Income Taxes and distributes to each local subdivision its share of the annual revenues. Although Income Taxes are imposed and collected on a calendar year basis, the State distributes the funds to the counties over a 21 month period, spreading Harford County's receipts over three fiscal years.

We receive approximately 90% of Income Tax in quarterly distributions of withholdings and estimated payments. These receipts have been declining for most of FY 08, FY 09, and FY 10 but rebounded in FY 11 and FY 12. Fiscal Year 13 estimates are based on FY 12 actual amounts with a small percentage increase.

The increase in quarterly revenues is largely due to an increase in the tax base resulting from the Base Realignment and Closure (BRAC) activities at Aberdeen Proving Ground, as well as a lower unemployment percentage for FY 12.

**GENERAL FUND**

**Income Tax Trend**



## GENERAL FUND

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE			
o	62,152,281	60,509,383	(1,642,898)	<u>OTHER REVENUES</u>		
				FY 13 Approved Budget	\$60,509,383	12.41% of the FY 13 General Fund
				FY 12 Approved Budget	\$62,152,281	13.05% of the FY 12 General Fund
				\$ decline	(\$1,642,898)	
				% decline	(2.64%)	

The elements mainly responsible for the net change in "Other" revenues are:

<u>Impact Fee</u>	FY 12	FY 13	Change
	3,500,000	1,750,000	(1,750,000)

The Maryland General Assembly adopted House Bill 965, Harford County School Construction Financing in 2004. The bill states, "In general. - The County Council of Harford County, by ordinance, may fix, impose, and provide for the collection of a development impact fee not to exceed \$10,000 for new construction or development. . . Use of revenues. - The revenues from the special fund may be used only for: (1) school site acquisition; (2) school construction; (3) school renovation; (4) school debt reduction; or (5) school capital expenses."

The impact fee is collected at the time application for a building permit is made. We estimate a decrease resulting from the slow down in residential new construction.

<u>Investment Income</u>	FY 12	FY 13	Change
	642,178	351,416	(290,762)

Revenues from investments are reflective of the size of the County's portfolio and the rate of return. For FY 13 a projected decrease is anticipated, based on actual investment earnings in FY 12.

<u>Fund Balance Appropriated</u>	FY 12	FY 13	Change
	22,518,662	20,357,278	(2,161,384)

Excess unappropriated fund balance at the end of a fiscal year, above the 5% reserve designated for credit rating purposes, maintained by County policy, is appropriated into the next fiscal year's budget, and treated as one-time funding for that fiscal year.

## GENERAL FUND

### FINANCIAL NOTES:

<u>PSDS Recordation/Transfer Taxes</u>	FY 12	FY 13	Change
	12,829,734	18,258,301	5,428,567

FY 13 includes a one-time amount of prior year revenue totaling \$8,358,301 and reflects a decrease of \$2,929,734 which is in line with FY 12 actual amounts.

This revenue comes initially into the County's Capital Revenue Fund. It is expensed from the Capital Budget as a general project called School Debt Service. This expense becomes an Operating General Fund Revenue and it is dedicated to the payment of School Debt Service.

<u>General Fund Support to Solid Waste Services</u>	FY 12	FY 13	Change
	(700,645)	(2,014,835)	(1,314,190)

Most solid waste management activities are mandated by Federal and State regulations, yet avenues for imposing fees are limited by law and the market place. For FY 12 this resulted in the need of support with General Fund revenues amounting to \$700,645. For FY 13 a larger General Fund contribution of \$2,014,835 is required. This increase in the General Fund support is the result of a decrease in the tonnage levels of waste being delivered to the County's waste facilities.

It should be noted that while Budget Policy defines Solid Waste Services as an individual account, for management purposes, the County's financial statements consider it part of the General Fund.

<u>Accrued Payroll - 27th pay</u>	FY 12	FY 13	Change
	3,374,662	0	(3,374,662)

FY 12 had 27 pay dates compared to 26 pay dates for a normal budget year. This additional pay period only occurs every twelfth budget year.

<u>All "Other" Revenues combined</u>	FY 12	FY 13	Change
	19,987,690	21,807,223	1,819,533

These include: Licenses and Permit sales, State Shared Revenues, Interest Income, etc.

## GENERAL FUND

### FINANCIAL NOTES:

The \$11,048,565 net increase in the General Fund is the result of:

	FY 12	FY 13	CHANGE	
o		557,085	557,085	9.00
				Net Full-Time positions abolished and created for FY 13:

## GENERAL FUND

### FINANCIAL NOTES:

FY 12      FY 13      CHANGE

Net Full-Time positions abolished and created for FY 13 cont'd:

	# of Positions	Salary	Fringe	Total
<b>COUNTY COUNCIL</b>				
COUNCIL OFFICE				
Administrative Specialist II	2.00	100,000	53,530	153,530
Administrative Assistant II	(1.00)	(37,415)	(26,061)	(63,476)
OFFICE OF COUNTY AUDITOR				
Policy Analyst (Unfunded)	1.00	0	0	0
Administrative Specialist II	(1.00)	(58,000)	(30,353)	(88,353)
OFFICE OF COUNCIL ATTORNEY AND PEOPLES' COUNSEL				
Council Attorney	1.00	118,000	37,549	155,549
Assistant Council Attorney (Unfunded)	1.00	0	0	0
<b>PARKS &amp; RECREATION</b>				
RECREATION SERVICES				
Recreation Specialist III	1.00	47,400	27,942	75,342
<b>ECONOMIC DEVELOPMENT</b>				
OFFICE OF ECONOMIC DEVELOPMENT				
Administrative Assistant II	1.00	60,000	28,307	88,307
<b>NET FULL-TIME POSITIONS</b>	<b>9.00</b>	<b>394,616</b>	<b>162,469</b>	<b>557,085</b>

o

19,767

19,767

0.60

Net Part-Time positions being abolished and created for FY 13:

	# of Positions	Salary	Fringe	Total
<b>PART TIME POSITIONS</b>				
<b>ADMINISTRATION</b>				
FACILITIES & OPERATIONS				
Custodial Worker I	0.50	11,300	2,967	14,267
<b>SHERIFF'S OFFICE</b>				
PATROL OPERATIONS				
School Crossing Guard	0.70	20,514	41,316	61,830
<b>ECONOMIC DEVELOPMENT</b>				
OFFICE OF ECONOMIC DEVELOPMENT				
Administrative Assistant II	(0.60)	(31,612)	(24,718)	(56,330)
<b>NET PART-TIME POSITIONS</b>	<b>0.60</b>	<b>202</b>	<b>19,565</b>	<b>19,767</b>

# GENERAL FUND

## FINANCIAL NOTES:

	FY 12	FY 13	CHANGE					
o		215,615	215,615	0.00	Net Full-Time positions transferred between departments of the General Fund for FY 13:			
				<b>FULL TIME POSITIONS</b>	<b># of Positions</b>	<b>Salary</b>	<b>Fringe</b>	<b>Total</b>
				<b>COUNTY EXECUTIVE</b>				
				DIVISION OF AGRICULTURAL AFFAIRS				
				Management Assistant I	(1.00)	(50,930)	(28,879)	(79,809)
				CONSTITUENT SERVICES				
				Deputy Chief of Staff	1.00	82,000	32,167	114,167
				<b>ADMINISTRATION</b>				
				BUDGET & MANAGEMENT RESEARCH				
				Grants Administrator	1.00	63,000	28,960	91,960
				<b>TREASURY</b>				
				OFFICE OF THE TREASURER				
				Accountant III	(1.00)	(78,082)	(34,407)	(112,489)
				Accountant III	1.00	61,668	28,188	89,856
				BUREAU OF ACCOUNTING				
				Accountant IV	(1.00)	0	0	0
				BUREAU OF REVENUE COLLECTIONS				
				Chief, Treasury Bureau	1.00	86,085	32,710	118,795
				<b>LAW</b>				
				Senior Assistant County Attorney	1.00	105,448	32,667	138,115
				Legislative Drafter	1.00	74,455	30,747	105,202
				<b>COMMUNITY SERVICES</b>				
				COMMUNITY DEVELOPMENT				
				Grant Coordinator	(1.00)	(60,000)	(27,250)	(87,250)
				OFFICE ON AGING				
				Administrative Assistant II	1.00	40,096	12,938	53,034
				HARFORD TRANSIT				
				Administrative Assistant II	1.00	42,760	8,558	51,318

## GENERAL FUND

### FINANCIAL NOTES:

**FY 12      FY 13      CHANGE**

Net Full-Time positions transferred between departments of the General Fund for FY 13 cont'd:

	# of Positions	Salary	Fringe	Total
<b>INFORMATION AND COMMUNICATION TECHNOLOGY</b>				
Administrative Assistant II	(1.00)	(46,494)	(27,535)	(74,029)
<b>EMERGENCY SERVICES</b>				
ADMINISTRATION				
Administrator	1.00	105,000	36,049	141,049
SPECIAL OPERATIONS & SUPPORT SERVICES				
Deputy Manager	(1.00)	(78,000)	(34,523)	(112,523)
<b>COUNTY COUNCIL</b>				
COUNCIL OFFICE				
Assistant Council Administrator	1.00	75,009	27,528	102,537
Administrative Assistant II	(3.00)	(130,966)	(49,706)	(180,672)
Senior Assistant Council Attorney	(1.00)	(105,448)	(36,843)	(142,291)
Legislative Drafter	(1.00)	(74,455)	(33,651)	(108,106)
BOARD OF APPEALS AND REZONING				
Management Assistant II	(1.00)	(65,009)	(28,411)	(93,420)
<b>PARKS &amp; RECREATION</b>				
RECREATION SERVICES				
Administrative Assistant II	1.00	48,110	22,883	70,993
<b>ECONOMIC DEVELOPMENT</b>				
OFFICE OF ECONOMIC DEVELOPMENT				
Administrative Specialist I	1.00	48,819	26,415	75,234
The Sheriff's Office transferred positions between divisions resulting in a net change in that department for various reasons: health benefit changes, an employee might be entitled to a time in grade promotion at the time of transfer, the position might be reclassified, etc.				
<b>SHERIFF'S OFFICE</b>	0.00	75,441	(21,497)	53,944
<b>NET FULL TIME POSITIONS TRANSFERRED</b>	<b>0.00</b>	<b>218,507</b>	<b>(2,892)</b>	<b>215,615</b>

## GENERAL FUND

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE				
o		794,986	794,986	Salary Adjustments based on the recommendations of the Department of Human Resources			
o		(263,256)	(263,256)	Staff Turnover (0.41%)			
o		134,599	134,599	Salary Offset - is the result of Treasury - unfunded one Accountant II (\$60,000); Sheriff's Office - restored FY 12 legislative salary increase for the Sheriff which he remitted to a grant @ \$1,600; Emergency Services - net offset of (\$61,890) due to restoration of FY 12 offset for two Public Safety Dispatchers @ \$60,400 and availability of funding from the Emergency Management Performance Grant @ (\$122,290); County Council - restoration of FY 12 unfunded Auditor I @ \$80,000; State's Attorney Office - a net offset of \$54,189 for restoration of actual hours worked for two positions @ \$52,589 and the legislative salary increase for the State's Attorney @ \$1,600 which he remitted to a grant; Parks & Recreation - less grant funding available to offset Recreational Specialist position \$695; Extension Service - restoration of FY 12 offset for half year funding of an Engineering Associate II position @ \$18,650; and Economic Development - restoration for three positions previously funded by grant for one-half year @ \$101,355.			
o	2,324,862	2,743,701	418,839	Temporary Salaries increase is mainly the result of:			
			Administration	36,400 security guard for the Aberdeen Community Center			
			Community Services	(102,310) eliminated funding for a temporary Human Relations Manager position			
			Health Department	3,000 to provide a stipend for Emergency Preparedness Manager			
			County Council	325,766 seven Legislative Aides @ \$245,000 and Harford Cable Special Program support previously budgeted as contractual services @ \$80,766			
			Sheriff's Office	97,072 increase based on actual expense history			
			Elections	(1,666) decrease based on actual expense history			
			Public Works	6,590 previously expensed under the Noxious Weed Grant			
			Parks and Recreation	53,987 primarily for pool assistants at the Forest Hill/Hickory Activity Center			
				418,839			
o	14,328,031	14,699,202	371,171	Health Benefit Cost:			
			FY 12	FY 13	Change		
			14,186,131	14,542,602	356,471	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage	
			141,900	156,600	14,700	Supplemental Benefits	
			14,328,031	14,699,202	371,171	Total Change in Health Benefits Costs	
o	4,228,119	4,544,947	316,828	Overtime and Shift Differential adjusted based on actual expense history			
o	15,991,268	13,548,569	(2,442,699)	Pension/Retirement rate adjustments	FY 12	FY 13	Change
			State Retirement System	33,817	27,849	(5,968)	
			State Pension System	5,032,879	3,593,872	(1,439,007)	
			Temporary Pension	233,886	227,499	(6,387)	
			Volunteer Fire's Length of Service Awards Program (LOSAP)	2,026,627	1,970,503	(56,124)	
			Sheriff's Office Pension System	2,352,574	2,311,725	(40,849)	
			LEOPS - Sheriff	6,311,485	5,417,121	(894,364)	
			Total Pension/Retirement Adjustments	15,991,268	13,548,569	(2,442,699)	

## GENERAL FUND

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE
o	1,537,286	1,193,098	(344,188) Workers' Compensation rate adjustments based on actuarial assessment
o	5,490,313	5,574,052	83,739 FICA increase due to adjustments for salary, overtime, shift differential, etc.
o	3,374,662	0	(3,374,662) Additional funds provided for a 27th pay which occurred in FY 12
o	350,497	387,199	36,702 Office Equipment -increase is the result of upgrades of several copier leases and actual expense history
o	122,800	136,000	13,200 Vehicle & Operating Equipment - increase based on actual expense history for vehicles leased by the Sheriff's Office
o	2,934,389	3,089,436	155,047 Space and Real Estate Rentals - increase is primarily for projected lease increases budgeted within Procurement - Property Management Division
o	2,070,445	1,906,640	(163,805) Other Professional Services - funds decrease as a net result of:
			(170,000) County Executive - funds reallocated to Management Services and Grants & Contributions
			10,911 Administration - increase for mosquito spraying and NMARC contract for scanning County documents
			15,000 Procurement - increase for appraisals
			(100) Planning & Zoning - courier services no longer needed
			1,150 Treasury - increase for tax bill preparation and Weighmaster Support Plan
			(5,000) Community Services - decrease for urinalysis testing costs based on actual expense history
			(47,000) Information and Communication Technology - decrease based on actual expense history
			14,560 Sheriff's Office - increase for video analysis consultant
			4,750 Emergency Operations - increased for dispatch consulting services
			10,000 Inspections, Licenses and Permits - need for razing and securing abandoned properties are steadily increasing based on the state of the economy
			16,700 DPW - Gypsy Moth costs previously covered by a grant
			(85,776) County Council - funds reallocated to Temporary Salaries for Harford Cable Special Program services
			4,000 Judicial - increase due to contractual evaluator and mediator
			71,000 Parks & Recreation - increase primarily for a contractual development manager for the Graham property
			(4,000) Economic Development - decrease based on actual expense history
			<u>(163,805)</u>
o	2,298,265	2,374,493	76,228 Electricity - increase primarily for full year operation of the Sheriff's Office new Southern Precinct @ \$76,914 and actual expense history
o	252,666	276,416	23,750 Water & Sewer - increase for full year cost of the Sheriff's Office new Southern Precinct \$12,400 and \$7,550 for Parks and Recreation based on actual expense history and \$3,800 for the Forest Hill/Hickory Activity Center
o	397,625	413,425	15,800 Heating Fuel (Gas) - primarily for the Parks & Recreation Forest Hill/Hickory Activity Center @ \$12,000 and Procurement Property Management @ \$3,500
o	3,674,366	2,677,762	(996,604) Retirees Insurance - funds are provided for the County's share of retiree's health and dental insurance. To differentiate Retiree's health benefit costs from current employee's Other Post Employment Benefits (OPEB) liability, we have appropriated funds separately from any OPEB funding. The costs for Retirees Insurance decreased this year based on actuarial assessment.

GENERAL FUND	
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**FINANCIAL NOTES:**

FY 12	FY 13	CHANGE	
o 376,000	2,090,088	1,714,088 Other Insurance - Harford County has not budgeted for Auto and General Liability, and Property Damage insurance for the past 3 years. Auto Liability is budgeted @ \$794,874, General Liability @ \$383,816 and Property Damage @ \$535,398 per actuarial study.	
o 125,045	425,370	300,325 Management Services - increase primarily the result of Elections due to the County's share for implementation of Statewide Voting System as estimated by State Board of Elections @ \$260,000; funding in the amount of \$55,000 is moved from Professional Services in the County Executive's budget to better reflect spending patterns and Debt Service is decreased (\$10,000) based on actual expense history	
o 351,235	300,880	(50,355) Election Officials - estimated for FY 13 General election	
o 2,247,814	2,647,814	400,000 Emergency Medical Services (EMS) Foundation - funding increase based on actual expense history	
o 1,512,606	1,813,356	300,750 Communication Service - increase mainly due to the Motorola contract for Emergency Operations @ \$300,000	
o 1,329,373	1,642,777	313,404 Data Hardware and Software Maintenance - increase primarily for Information & Communication Technology for a one-time purchase of Constituent Relationship Management Software @ \$200,000 and actual expense history	
o 229,000	328,500	99,500 Grounds Maintenance - funding provided in Parks & Recreation for the maintenance of Cedar Lane Park @ \$100,000	
o 6,720,202	6,777,736	57,534 The following contractual services line items are adjusted based on actual expense history:	
	FY 12	FY 13	Change
	1,639,434	1,603,605	(35,829) Telephone Service
	81,767	102,227	20,460 Internet Line Services
	3,374,802	3,365,480	(9,322) Medical Services
	319,851	299,851	(20,000) Legal Services
	313,300	305,210	(8,090) County Facility Repair & Renovation
	295,692	307,508	11,816 Operating Equipment
	428,576	496,813	68,237 Building/Custodial Services
	194,809	161,609	(33,200) Security Systems
	71,971	135,433	63,462 Other Service & Maintenance Contracts
	6,720,202	6,777,736	57,534
o 8,969	3,500	(5,469)	Ice & Bottled Water - decrease in Administration (\$600) and Sheriff's Office (\$4,869) due to County no longer providing bottled water for Departments
o 126,500	226,400	99,900	Landscape and Ground Material - increase in Parks & Recreation for Cedar Lane Park \$100,000
o 367,100	382,780	15,680	Computer Software - Information and Communication Technology decreased (\$20,000) based on actual expense history and Elections increased \$35,680 for county share of state-wide voter registration system and new electronic poll books
o 227,346	267,064	39,718	Other Materials and Supplies - increase primarily for Cedar Lane Park expenses in Parks & Recreations

## GENERAL FUND

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	2,112,271	2,115,851	3,580	The following materials and supplies line items are adjusted based on actual expense history:
	FY 12	FY 13	Change	
	234,505	208,185	(26,320)	Printing - Commercial
	287,992	295,767	7,775	General Office Supplies
	515,752	518,841	3,089	General Office Mailing
	149,253	140,338	(8,915)	Janitorial Supplies & Equipment
	500	8,000	7,500	Other Janitorial Supplies
	255,964	253,580	(2,384)	Uniforms - Purchase
	177,000	179,775	2,775	Equipment Repair Parts
	26,150	20,450	(5,700)	Small Tools
	139,825	156,475	16,650	Building Supplies
	32,750	35,600	2,850	Chemicals in Bulk
	42,494	35,069	(7,425)	Medical Supplies
	124,536	134,536	10,000	Weapons & Ammunition
	8,900	11,500	2,600	Sand, Salt & Other Bulk De-icers
	106,750	104,760	(1,990)	Computer Supplies
	9,900	12,975	3,075	Diesel Fuel
	<u>2,112,271</u>	<u>2,115,851</u>	<u>3,580</u>	
o	1,445,098	1,587,810	142,712	Fuel Charges - increase based on actual expense history primarily for the Sheriff's Office
o	807,773	816,980	9,207	The following business and travel line items are reduced due to the state of the economy and actual expense history:
	FY 12	FY 13	Change	
	66,208	62,648	(3,560)	Mileage
	262,800	268,200	5,400	Non-Targeted FVS Charges
	7,000	13,000	6,000	Vehicle/Equipment - Ryder
	33,050	38,100	5,050	Transportation Costs
	66,895	67,795	900	Lodging
	82,645	88,345	5,700	Professional Books and Periodicals
	86,536	89,779	3,243	Membership Fees & Dues
	71,874	51,774	(20,100)	In-House Training
	130,765	137,339	6,574	Training Seminars & Courses
	<u>807,773</u>	<u>816,980</u>	<u>9,207</u>	
o	13,670	15,570	1,900	Fleet Daily Carpool Rentals - increase based on actual expense history

## GENERAL FUND

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	482,881	192,239	(290,642)	Equipment - decreases in FY 13 primarily due to FY 12 one-time expense for printers for the Sheriff's Office E-Tix Program; funding provides for the following:
				17,000 Replacement Pumps for Scarboro Remediation and Post Closure
				12,206 Furniture/Equipment for County Council Office and Auditor's Office
				8,533 Audio Visual Supplies for Harford Cable Network
				24,000 Voting System Equipment
				127,500 Furniture, Generator and Food Heating Cart for the Inmate Welfare fund
				3,000 Emergency Sirens for Emergency Operations
				<u>192,239</u>
o	46,088,873	46,874,445	785,572	Principal and Interest Payments on existing debt, and new debt to be issued in accordance with the Approved FY 13 Capital Budget:
				FY 12                      FY 13                      Change
				Principal 27,007,265 27,823,945 816,680
				Interest 19,081,608 19,050,500 (31,108)
				<u>46,088,873</u> <u>46,874,445</u> <u>785,572</u>
o	3,779,379	715,786	(3,063,593)	Principal and Interest payments on prior Lease Finance projects:
				FY 12                      FY 13                      Change
				2007 County Lease
				Principal 2,198,080 678,046 (1,520,034)
				Interest 104,598 37,740 (66,858)
				<u>2,302,678</u> <u>715,786</u> <u>(1,586,892)</u>
				2007 School Lease
				Principal 1,360,707 0 (1,360,707)
				Interest 38,543 0 (38,543)
				<u>1,399,250</u> <u>0</u> <u>(1,399,250)</u>
				2007 College Lease
				Principal 75,317 0 (75,317)
				Interest 2,134 0 (2,134)
				<u>77,451</u> <u>0</u> <u>(77,451)</u>
				Total All Leases
				Principal 3,634,104 678,046 (2,956,058)
				Interest 145,275 37,740 (107,535)
				<u>3,779,379</u> <u>715,786</u> <u>(3,063,593)</u>

## GENERAL FUND

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE			FY 12	FY 13	Change
o	277,915,803	292,370,432	14,454,629	Miscellaneous				
				County Executive	Community Grants for cultural organizations, crime prevention and school beautification and for emerging technology benefiting the agricultural community	368,694	492,900	124,206
				Board of Education	Maintenance of Effort is \$952,011 over required amount and additional \$5,529,741 is provided for the State mandated contribution for teacher's pension	214,291,627	219,821,368	5,529,741
				Harford Community College	no increase in Harford Community College funding for FY 13	14,961,612	14,961,612	0
				Libraries	increase of \$100,000 to open three branches on Sunday	15,512,147	15,612,147	100,000
				Maryland School for the Blind	State law mandating County's share of tuition	71,250	80,000	8,750
				Harford Center	no increase in appropriation for FY 13 due to the state of the economy	553,036	553,036	0
				ARC Northern Chesapeake	no increase in appropriation for FY 13 due to the state of the economy	1,745,694	1,745,694	0
				Humane Society	increase of \$100,000 to help offset increased operational expenses	450,000	550,000	100,000

## GENERAL FUND

### FINANCIAL NOTES:

			FY 12	FY 13	Change
Volunteer Fire Companies	no increase in appropriation for FY 13 due to the state of the economy		6,384,642	6,384,642	0
Health	funds provided for County share of Health Dept expenses reduced (\$3,230) for Emergency Preparedness Manager Stipend (moved to Temporary Services)		4,002,007	3,998,777	(3,230)
Elections	no increase in appropriation for FY 13 for funds for reimbursement of Election employees salary/ benefit costs to the State of Maryland		599,600	599,600	0
Pro Rata Shares	General funded Public Works activities' share of the Public Works Director's Office Budget decrease due to state of the economy		10,798	10,058	(740)
Paygo	per the Approved FY 13 Capital Budget		9,688,918	17,752,225	8,063,307
Appropriation to Towns	Police Aid pass thru to municipalities		2,975,203	3,339,695	364,492
Appropriation to State	funds are appropriated to the State for administrative costs for the County's Homeowners Tax Credit @ \$40,000 and \$1,600,000 for the County's share of the Harford County State Department of Assessment and Taxation		1,640,000	1,640,000	0
Various	Includes: a contingency reserve; mandated reserves; and numerous grants and contributions		4,660,575	4,828,678	168,103
			<u>277,915,803</u>	<u>292,370,432</u>	<u>14,454,629</u>



***The Black Eyed Susan, the official Maryland State flower***

# **SOLID WASTE SERVICES**

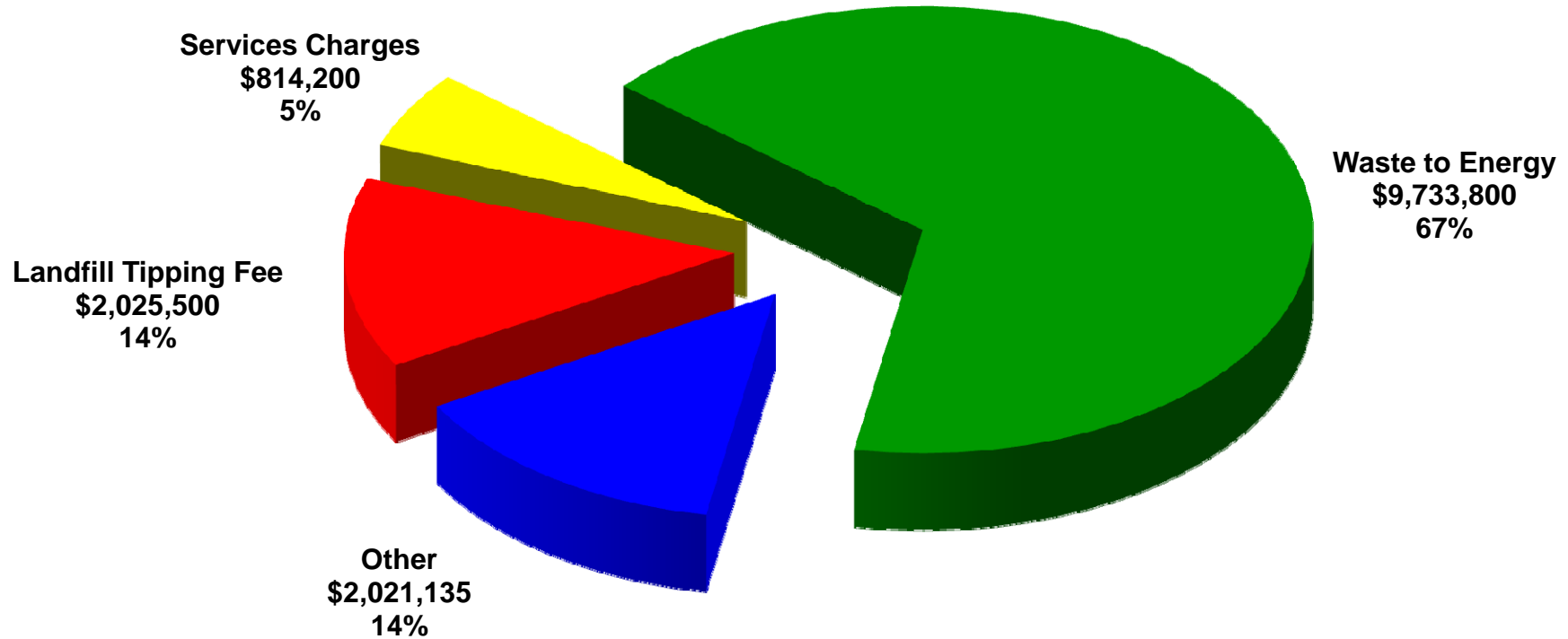
<p><b>FY 13 APPROVED SOLID WASTE SERVICES REVENUE BREAKDOWN</b></p>
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<b>OTHER:</b>	<b>14%</b>	<b>2,021,135</b>	<b>SERVICE CHARGES:</b>	<b>5%</b>	<b>814,200</b>
Support from General Fund	2,014,835		Charges for Service	806,800	
Investment Income	6,300		Licenses & Permits	7,400	
<b>LANDFILL TIPPING FEE</b>	<b>14%</b>	<b>2,025,500</b>	<b>WASTE TO ENERGY</b>	<b>67%</b>	<b>9,733,800</b>

<p><b>TOTAL SOLID WASTE SERVICES REVENUES</b></p>
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<p><b>14,594,635</b></p>
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**SOLID WASTE SERVICES  
REVENUES  
Fiscal Year 2012 - 2013  
TOTAL APPROVED BUDGET \$14,594,635**



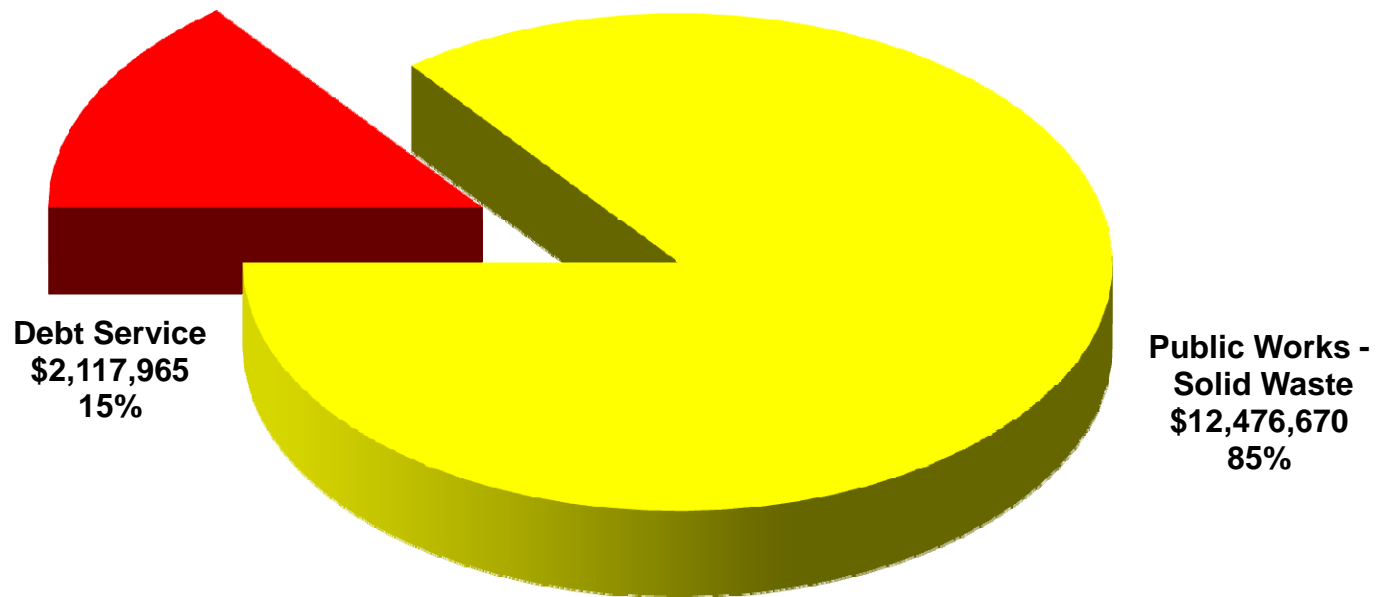
<p><b>FY 13 APPROVED SOLID WASTE SERVICES APPROPRIATIONS BREAKDOWN</b></p>
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<b>PUBLIC WORKS:</b>	<b>85%</b>	<b>12,476,670</b>	<b>DEBT SERVICE</b>	<b>15%</b>	<b>2,117,965</b>
Bureau of Solid Waste Management	3,569,524				
Waste to Energy	8,907,146				

<p><b>TOTAL SOLID WASTE SERVICES APPROPRIATIONS</b></p>
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<p><b>14,594,635</b></p>
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**SOLID WASTE SERVICES  
APPROPRIATIONS  
Fiscal Year 2012 - 2013  
TOTAL APPROVED BUDGET \$14,594,635**



## SOLID WASTE SERVICES

### ORIGIN/PURPOSE:

The Solid Waste Services account records direct revenues and expenses pertaining to the County's management of the disposal of solid waste. Chapter 109, of the Harford County Code, Environmental Control, establishes the County's official Solid Waste Management Plan. The Charter also authorizes the establishment of fees for service.

The Department of Public Works, Environmental Services Division manages the Harford Waste Disposal Center (HWDC), also known as the Scarboro Landfill. Personnel and the ancillary expenses needed for the site are funded with revenues from the Solid Waste Services account.

The Northeast Maryland Waste Disposal Authority, under its revenue bond financing authority, developed the Harford Waste-to-Energy Facility to process most of the County's solid waste. Through a contractual arrangement with the facility, more than 110,000 tons per year of the County's waste is burned to produce energy which is purchased by Aberdeen Proving Ground. This contract covers the operation and maintenance of the plant as well as its repair, insurance, management fee, ash transportation, the Northeast Maryland Waste Disposal Authority's fee, and a site lease to Aberdeen Proving Ground. Contract expense is funded with Solid Waste Services revenue.

When the original owner of the plant offered the facility for sale, the County contracted with the Northeast Maryland Waste Disposal Authority to make the purchase on our behalf. Under the terms of the contract, the Northeast Maryland Waste Disposal Authority issued bonds. The County will pay the lease purchase debt service and own the plant at the end of the term of the bonds for a purchase price of \$1 due in 2016. The Authority will also issue bonds for a retrofit of the facility, and the County will again pay the debt service. This purchase and renovation ensures the County the ability to manage the disposal of solid waste well into the future, to comply with Federal and State environmental regulations, and not be subjected to the rising cost associated with securing privately owned disposal services. These debt expenses will also be funded with Solid Waste Services revenue.

The Charter establishes the County's authority to set and collect fees and other revenue to support solid waste management. Chapter 157 Licenses and Permits delineates a number of Tipping Fees for waste brought to the landfill by either commercial haulers or private citizens. There are revenues from the disposal of tires, batteries, scrap metal, and other items; plus fees for mulch and compost produced by recycling yard waste. The Waste-to-Energy Plant also has a tipping fee and fees for burning permitted or recovered materials, plus fees for tire disposal. The plant generates steam which is sold to the United States Army for Aberdeen Proving Ground. The County sells refuse licenses and imposes interest payments on invoices.

While these activities are mandated by Federal and State regulations, avenues for imposing fees are limited by law and the market place. This results in the need for support with General Fund revenues. It should be noted that while Budget Policy defines Solid Waste Services as an individual account for management purposes, the County's financial statements consider it part of the General Fund.

## SOLID WASTE SERVICES

### FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	2,441,575	2,556,208	2,594,076	2,487,309	2,487,309
20	CONTRACTUAL SERVICES	8,528,673	8,645,321	9,424,976	9,581,296	9,581,296
30	SUPPLIES & MATERIALS	97,925	87,841	135,900	135,450	135,450
40	BUSINESS & TRAVEL	269,889	306,310	271,200	272,615	272,615
50	CAPITAL OUTLAY	20,903	690	22,000	0	0
60	DEBT SERVICE	2,671,816	2,579,616	2,597,066	2,117,965	2,117,965
80	INTERGOVERNMENTAL	131,232	131,369	0	0	0
	<b>GRAND TOTAL</b>	<b>14,162,013</b>	<b>14,307,355</b>	<b>15,045,218</b>	<b>14,594,635</b>	<b>14,594,635</b>
<b><u>SUMMARY BY DEPARTMENT:</u></b>						
30	PUBLIC WORKS	11,490,197	11,727,739	12,398,152	12,476,670	12,476,670
66	DEBT SERVICE	2,671,816	2,579,616	2,647,066	2,117,965	2,117,965
	<b>GRAND TOTAL</b>	<b>14,162,013</b>	<b>14,307,355</b>	<b>15,045,218</b>	<b>14,594,635</b>	<b>14,594,635</b>
<b><u>SUMMARY BY REVENUE SOURCE:</u></b>						
	LICENSES & PERMITS	5,950	7,395	6,000	7,400	7,400
	MISCELLANEOUS SERVICE FEES	2,097,374	1,675,762	1,167,211	806,800	806,800
	MISCELLANEOUS REVENUES	0	0	72,246	0	0
	LANDFILL TIPPING FEE	183,960	144,075	2,064,212	2,025,500	2,025,500
	WASTE TO ENERGY PLANT	9,736,716	9,319,774	11,034,304	9,733,800	9,733,800
	INVESTMENT INCOME	(3,504)	6,401	600	6,300	6,300
	INTRA-COUNTY	0	0	700,645	2,014,835	2,014,835
	<b>GRAND TOTAL</b>	<b>12,020,496</b>	<b>11,153,407</b>	<b>15,045,218</b>	<b>14,594,635</b>	<b>14,594,635</b>

## SOLID WASTE SERVICES

### FINANCIAL NOTES:

FY 13 Approved Budget	\$14,594,635
FY 12 Approved Budget	\$15,045,218
\$ decline	(\$450,583)
% decline	(2.99%)

The (\$450,583) net decrease in Solid Waste Services revenue is projected to result from:

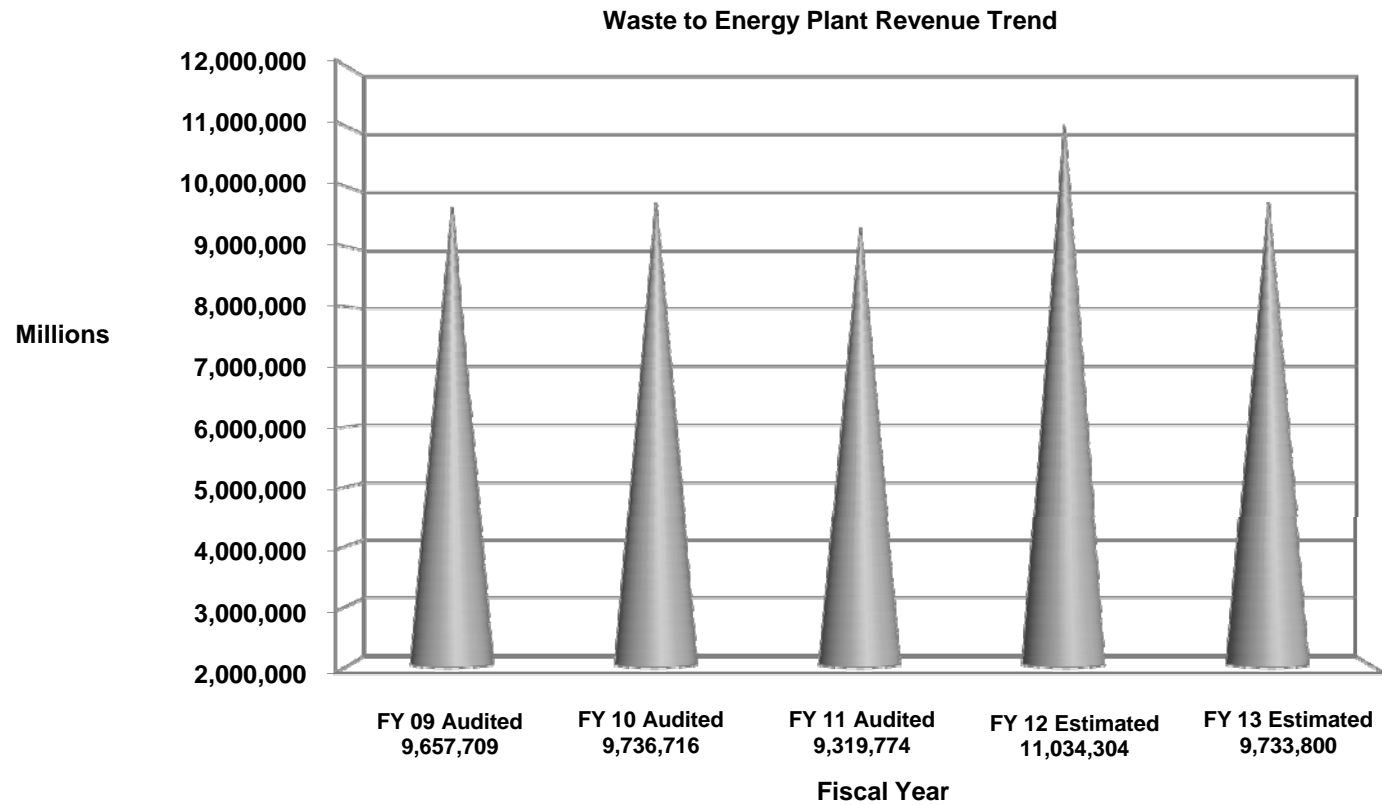
	FY 12	FY 13	CHANGE		FY 12	FY 13	Change
o	11,034,304	9,733,800	(1,300,504)	<u>Waste to Energy Plant Revenues</u> are generated from:			
				Solid Waste Disposal Fee	6,978,318	5,481,000	(1,497,318)
				Credit Town of Bel Air	(512,014)	(291,200)	220,814
				Steam Sales	3,500,000	3,500,000	0
				Recovered Materials	18,000	24,300	6,300
				Handling Permitted Material	600,000	539,700	(60,300)
				Tire Disposal	450,000	480,000	30,000
					<u>11,034,304</u>	<u>9,733,800</u>	<u>(1,300,504)</u>

Solid Waste Disposal Fee - FY 13 disposal fees are based on FY 12 actual revenue which fell short of budgeted revenue by 37%. The reduction in the Solid Waste Disposal fee is the result of a decrease in the tonnage levels of waste being delivered to the County's Waste to Energy Plant.

Steam Sales - one of the largest sources of revenue for Solid Waste Services is from the sale of steam, which is generated at the Waste-to-Energy plant and sold by contractual arrangement to the United States Army for Aberdeen Proving Ground. By contract the steam revenue for Fiscal Year 13 remains unchanged at \$3.5 million.

## SOLID WASTE SERVICES

### FINANCIAL NOTES:



## SOLID WASTE SERVICES

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE		FY 12	FY 13	Change
o	3,231,423	2,832,300	(399,123)	<u>Harford Waste Disposal Center Revenues</u> are generated from:			
				Solid Waste Disposal Fee	1,977,143	2,030,000	52,857
				Tipping Fee Baltimore County	100,000	0	(100,000)
				Credit Town of Bel Air	(12,931)	(4,500)	8,431
				Miscellaneous Service Fees			
				Household Waste	547,711	464,000	(83,711)
				Recycling	504,500	234,200	(270,300)
				Sale of Compost/Mulch	113,000	107,200	(5,800)
				Tire Disposal	2,000	1,400	(600)
					<u>3,231,423</u>	<u>2,832,300</u>	<u>(399,123)</u>

The shift in tipping fee revenue from "Tipping Fee Baltimore County" to "Solid Waste Disposal Fee" is the result of a new cell becoming operational at the Harford Waste Disposal Center (HWDC) in early FY 12. Harford County will no longer be diverting waste to Baltimore County because of limited space at the HWDC.

o	78,846	13,700	(65,146)	<u>Other Miscellaneous Revenues</u> are comprised of:			
				Licenses & Permits for Refuse Licenses	6,000	7,400	1,400
				Investment Income			
				Interest on Invoices	0	6,100	6,100
				Over and Short	500	(300)	(800)
				Miscellaneous	72,346	500	(71,846)
					<u>78,846</u>	<u>13,700</u>	<u>(65,146)</u>

FY 12 had 27 pay dates compared to 26 pay dates for a normal budget year. FY 12 "Miscellaneous Revenue" included the 27th pay accrual. The additional pay period only occurs every twelfth budget year.

The remaining miscellaneous revenue estimates were projected based on actual receipt history.

o	700,645	2,014,835	1,314,190	<u>General Fund Support</u>	<u>700,645</u>	<u>2,014,835</u>	<u>1,314,190</u>
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Most solid waste management activities are mandated by Federal and State regulations, yet avenues for imposing fees are limited by law and the market place. For FY 12 this resulted in the need of support with General Fund revenues amounting to \$700,645. For FY 13 the General Fund support increased to \$1,314,190 necessitated by a drop in the waste tonnage. It should be noted that while Budget Policy defines Solid Waste Services as an individual account, for management purposes,, the County's financial statements consider it part of the General Fund.

## SOLID WASTE SERVICES

### FINANCIAL NOTES:

The (\$450,583) net decrease in Solid Waste Services expense is the result of:

	FY 12	FY 13	CHANGE	
o	1,511,683	1,533,649	21,966	Full-time Salaries: 21,966 Staff Turnover <u>1.45%</u>
o		23,020	23,020	Position converted from temporary to permanent part-time during FY 12:  # of Positions      Salary      Fringe      Total 0.60      13,566      9,454      23,020 Laborer
o	72,246	0	(72,246)	One-time FY 12 funds provided for 27th pay
o	13,900	0	(13,900)	Temporary Salaries - decrease due to one Landfill Worker position converted to permanent part-time
o	201,571	138,028	(63,543)	Pension/Retirement rate adjustments per Treasury's estimates
o	78,663	88,725	10,062	Workers' Compensation rate adjustments per Treasury's estimates
o	460,027	447,284	(12,743)	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	126,266	126,883	617	FICA adjustment
o	6,080	8,200	2,120	Office Equipment - increase based on five (5) shared copier contracts
o	25,000	35,000	10,000	Operating Equipment - increase due to aging fleet which will require additional major repairs
o	75,100	90,300	15,200	Grounds Maintenance - additional seeding and mowing needed due to new landfill cell, security fence repairs, tree cutting services, herbicide treatment and roadway sweeping by the Highways department. Increasing mowing frequency from every three weeks to every two weeks due to unsightly conditions.
o	10,000	500	(9,500)	Other Contractual Services - maintenance of stormwater ponds decreases due to new landfill cell expansion and upgrade of existing ponds
o	22,000	0	(22,000)	Equipment - no funding requested for FY 13

## SOLID WASTE SERVICES

### FINANCIAL NOTES:

**FY 12      FY 13      CHANGE**

- o 366,600      366,600      0 Other Professional Services provides for the following:

Service	FY 12	FY 13	Change	Explanation
Hazardous Waste Disposal	10,000	10,000	0	
Groundwater & Leachate Testing	25,000	25,000	0	required semi-annually
Leachate Hauling	214,500	214,500	0	
Scale Maintenance	7,000	7,000	0	
Parts Cleaner Service	2,300	2,300	0	
Surveying	5,000	5,000	0	aerial topography for MDE report
Stone Hauling	20,000	20,000	0	
Fire Extinguisher	1,200	1,200	0	
Computer Cleaning	2,000	2,000	0	Contract recc by ICT
Florescent Bulb Disposal	9,600	9,600	0	\$800/month
Welding Services	70,000	70,000	0	contract for homeowner bin welding
<b>TOTAL</b>	<b>366,600</b>	<b>366,600</b>	<b>0</b>	

- o 58,200      60,050      1,850 Line items significantly adjusted, based on actual expense history:

FY 12	FY 13	Change	
3,200	2,500	(700)	Other Rents & Utilities
19,000	22,000	3,000	Telephone Service
1,000	1,500	500	General Office Supplies
400	700	300	Printing Commercial - for leave slips and expense reports
5,000	4,250	(750)	Building Supplies
17,000	10,000	(7,000)	Safety Equipment
1,000	3,000	2,000	Computer Supplies
600	1,100	500	Paint
11,000	15,000	4,000	Other Supplies & Materials - Adopt-A-Road program, Community Work Service
<b>58,200</b>	<b>60,050</b>	<b>1,850</b>	<b>Program, Litter Control Program and Debris Management Kits</b>

- o 100,000      100,000      0 Debt Service:

FY 12	FY 13	Change	
10,000	0	(10,000)	Legal Services
40,000	0	(40,000)	Financial/Audit
50,000	100,000	50,000	Cost of Issuance
<b>100,000</b>	<b>100,000</b>	<b>0</b>	

SOLID WASTE SERVICES	
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**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	8,721,316	8,907,146	185,830	Management Services:
				FY 12
				FY 13
				Change
				Waste-to-Energy Plant
				8,471,316
				8,682,146
				210,830 per contract
				Other
				<u>250,000</u>
				<u>225,000</u>
				<u>(25,000) payment to Baltimore City for ash</u>
				<u>8,721,316</u>
				<u>8,907,146</u>
				<u>185,830</u>

The actual increase to the contract is the net result of:

FY 12	FY 13		
Contract	Contract	Change	
3,083,770	3,120,460	36,690	<u>Labor Component</u>
2,247,610	2,333,530	85,920	<u>Materials Component</u>
			<u>Other Pass-Through Costs</u>
250,000	225,000	(25,000)	* Ash Disposal (Paid by County)
373,500	383,000	9,500	* Insurance
880,000	951,500	71,500	* Utilities
25,000	25,000	0	* Legal / Engineering Fees & Contingency
231,990	245,099	13,109	* Administrative Fee
391,096	413,207	22,111	* Management Fee
490,000	487,000	(3,000)	* Capital Expenditures
220,000	220,000	0	* Annual Incentives
528,350	503,350	(25,000)	* Other

## SOLID WASTE SERVICES

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE		
o	800	2,215	1,415	Line items significantly adjusted, for a Crew Chief obtaining Management of Landfill Operations (MOLO) Certificate:	
		FY 12	FY 13	Change	
		0	150	Meals	
		0	365	Lodging	
		800	1,700	Training Seminars, Courses	
		<u>800</u>	<u>2,215</u>	<u>1,415</u>	
o	2,230,160	1,814,370	(415,790)	Principal payments for the Waste-to-Energy Plant:	
		FY 12	FY 13	Change	
		Waste to Energy Lease 2007	650,000	414,370	(235,630)
		Waste to Energy Retrofit	1,330,000	1,400,000	70,000
		2007 Lease Purchase	250,160	0	(250,160)
		<u>2,230,160</u>	<u>1,814,370</u>	<u>(415,790)</u>	
o	316,906	203,595	(113,311)	Interest payments for the Waste-to-Energy Plant:	
		FY 12	FY 13	Change	
		Waste to Energy Lease 2007	89,320	52,920	(36,400)
		Waste to Energy Retrofit	220,500	150,675	(69,825)
		2007 Lease Purchase	7,086	0	(7,086)
		<u>316,906</u>	<u>203,595</u>	<u>(113,311)</u>	

# HIGHWAYS

<p><b>FY 13 APPROVED HIGHWAYS FUND REVENUE BREAKDOWN</b></p>
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<b>PROPERTY TAX:</b>	<b>64%</b>	<b>34,373,443</b>	<b>HIGHWAYS USERS TAX</b>	<b>2%</b>	<b>1,254,847</b>
Real & Personal Deductions	34,887,345 (513,902)				
<b>MISCELLANEOUS:</b>	<b>10%</b>	<b>5,361,957</b>	<b>SERVICE CHARGES</b>	<b>8%</b>	<b>3,972,100</b>
Pro Rata	163,837				
Capital Recovery	2,000,000				
Miscellaneous	3,105,000				
Pooled Interest Transfer-In	45,000				
Investment Income	48,120		<b>FUND BALANCE</b>	<b>16%</b>	<b>8,798,071</b>

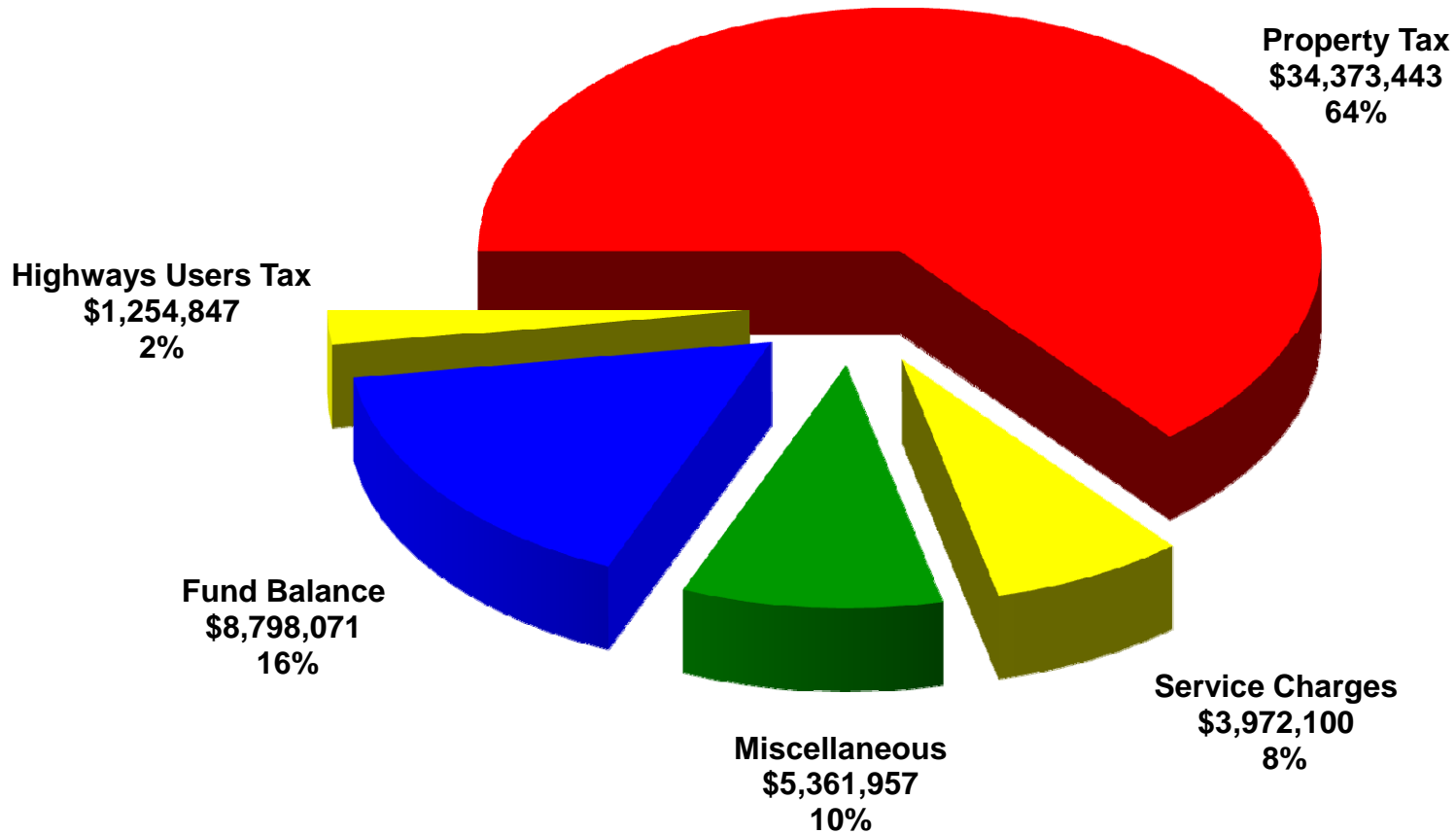
<p><b>TOTAL HIGHWAYS FUND REVENUES</b></p>
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<p><b>53,760,418</b></p>
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# HIGHWAYS FUND REVENUES

Fiscal Year 2012 - 2013

**TOTAL APPROVED BUDGET \$53,760,418**

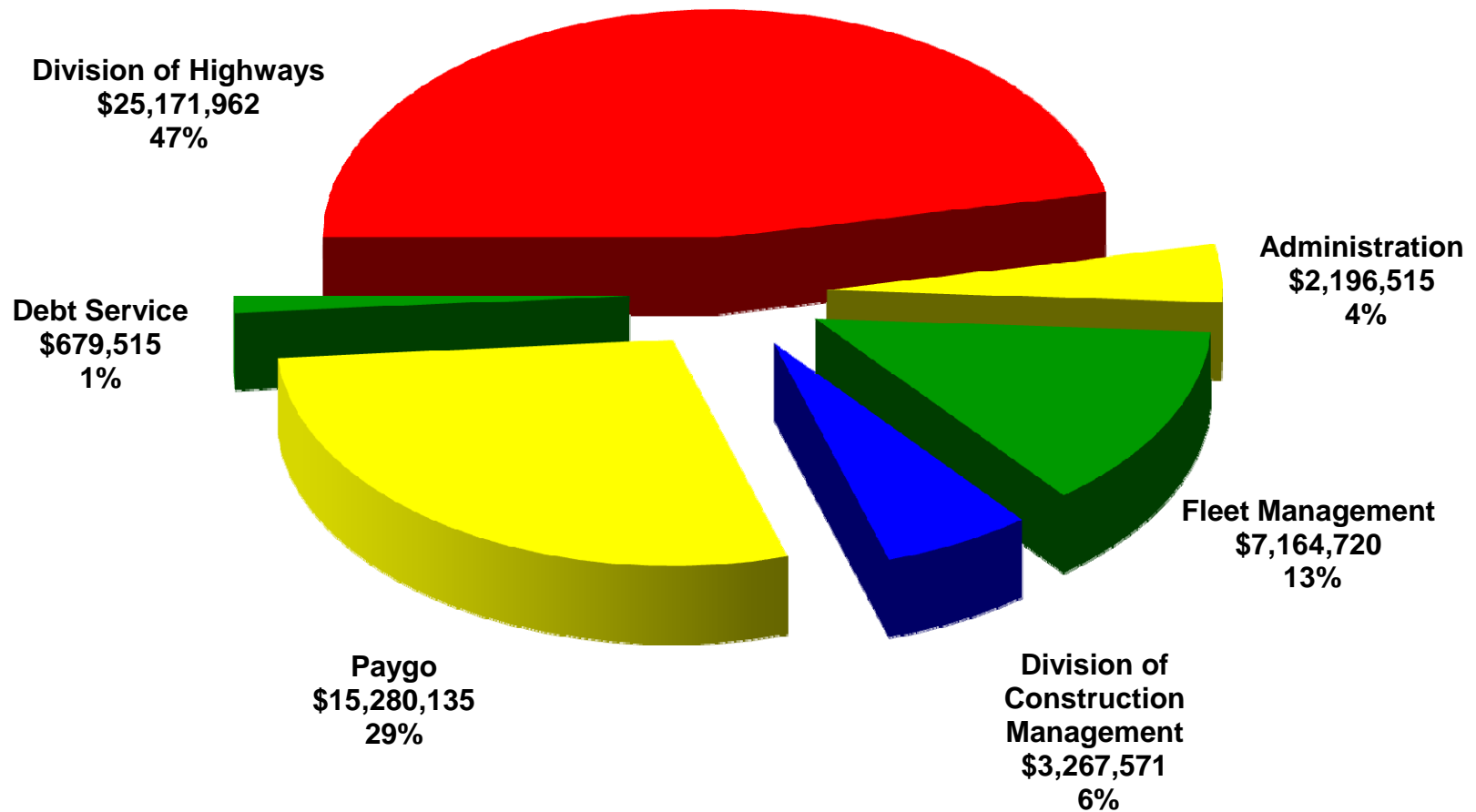


<p><b>FY 13 APPROVED HIGHWAYS FUND APPROPRIATIONS BREAKDOWN</b></p>
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<b>ADMINISTRATION:</b>	<b>4%</b>	<b>2,196,515</b>	<b>DIVISION OF HIGHWAYS:</b>	<b>47%</b>	<b>25,171,962</b>
Personnel Matters	283,199		Bureau of Highways Engineering	2,574,071	
Director	279,800		Bureau of Highways Maintenance	19,905,172	
Insurance	390,004		Snow Removal	1,466,660	
Benefits	1,043,512		Bureau of Water Resources	1,226,059	
Contingency Reserve	200,000				
<b>FLEET MANAGEMENT</b>	<b>13%</b>	<b>7,164,720</b>	<b>DIVISION OF CONSTRUCTION MANAGEMENT:</b>	<b>6%</b>	<b>3,267,571</b>
			Bureau of Capital Projects Management	687,849	
			Bureau of Construction Inspections	2,579,722	
<b>DEBT SERVICE</b>	<b>1%</b>	<b>679,515</b>	<b>PAYGO</b>	<b>29%</b>	<b>15,280,135</b>

<p><b>TOTAL HIGHWAYS FUND APPROPRIATIONS</b></p>	<p><b>53,760,418</b></p>
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**HIGHWAYS FUND  
APPROPRIATIONS  
Fiscal Year 2012 - 2013  
TOTAL APPROVED BUDGET \$53,760,418**



## HIGHWAYS FUND

### ORIGIN/PURPOSE:

The Harford County Charter, Article V Budget and Finance, Section 502. (b) defines the term "County funds" to mean "any money appropriated or approved by the County Council or to which the County may at any time have legal or equitable title."

The Highways Fund is a separate budgetary / accounting entity as required by County Code, Chapter 123 Finance and Taxation Section 16 B, to account for dedicated revenues that are legally restricted to expenses relating to the maintenance, care and repair of roads and bridges located outside the boundaries of the three incorporated municipalities in Harford County; traffic patrol and highway safety; and County related transportation expenses.

The Highways Fund's principal sources of revenue are a County Property Tax differential, State Shared Highways Users Tax revenues, charges for services and Intra-County revenues.

### FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	19,271,274	16,748,686	17,610,595	16,338,325	16,338,325
20	CONTRACTUAL SERVICES	5,009,188	4,115,565	4,591,624	5,220,796	5,220,796
30	SUPPLIES & MATERIALS	5,372,083	5,472,361	6,027,425	6,087,050	6,087,050
40	BUSINESS & TRAVEL	4,239,149	4,151,405	4,672,485	4,644,685	4,644,685
50	CAPITAL OUTLAY	785,973	13,763	3,000	4,000	4,000
60	DEBT SERVICE	623,274	621,792	1,184,886	677,515	677,515
70	MISCELLANEOUS	12,650,238	11,672,178	14,986,498	20,782,747	20,782,747
80	INTER-GOVERNMENTAL	729,460	767,617	0	5,300	5,300
	<b>GRAND TOTAL</b>	<b>48,680,639</b>	<b>43,563,367</b>	<b>49,076,513</b>	<b>53,760,418</b>	<b>53,760,418</b>

## HIGHWAYS FUND

### FUND SUMMARY:

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY DEPARTMENT:</u></b>					
03 PROCUREMENT	6,229,203	6,158,959	6,998,026	7,164,720	7,164,720
08 HUMAN RESOURCES	1,360,309	42,110	283,199	283,199	283,199
30 PUBLIC WORKS	32,696,591	28,995,791	28,532,749	28,719,333	28,719,333
66 DEBT SERVICE	623,274	621,792	1,189,886	679,515	679,515
67 INSURANCE	0	0	0	390,004	390,004
68 BENEFITS	844,409	1,058,515	1,627,653	1,043,512	1,043,512
70 MISCELLANEOUS	6,926,853	6,686,200	10,245,000	15,280,135	15,280,135
90 RESERVE FOR CONTINGENCIES	0	0	200,000	200,000	200,000
<b>GRAND TOTAL</b>	<b><u>48,680,639</u></b>	<b><u>43,563,367</u></b>	<b><u>49,076,513</u></b>	<b><u>53,760,418</u></b>	<b><u>53,760,418</u></b>
<b><u>SUMMARY BY REVENUE SOURCE:</u></b>					
PROPERTY TAXES	36,363,469	35,148,375	34,814,354	34,373,443	34,373,443
INTERGOVERNMENTAL/STATE SHARED	1,169,820	959,151	434,000	1,254,847	1,254,847
SERVICE CHARGES	3,572,225	3,629,268	3,325,427	3,972,100	3,972,100
INVESTMENT INCOME	91,209	61,628	81,947	48,120	48,120
FUND BALANCE APPROPRIATION	0	0	4,531,984	8,798,071	8,798,071
MISCELLANEOUS REVENUES	5,575,600	5,508,549	5,888,801	5,313,837	5,313,837
<b>GRAND TOTAL</b>	<b><u>46,772,323</u></b>	<b><u>45,306,971</u></b>	<b><u>49,076,513</u></b>	<b><u>53,760,418</u></b>	<b><u>53,760,418</u></b>

## HIGHWAYS FUND

### FINANCIAL NOTES:

FY 13 Approved Budget	\$53,760,418
FY 12 Approved Budget	\$49,076,513
\$ growth	\$4,683,905
% growth	9.54%

The \$4,683,905 projected increase in Highways Fund Revenues results from:

	FY 12	FY 13	CHANGE	
o	34,814,354	34,373,443	(440,911)	<u>Property Taxes</u> - In addition to Countywide Property Taxes, the Harford County Code, Chapter 123, Article I, Section 16 requires the County Council to levy an additional tax on property outside the city and incorporated towns, that when combined with all other Highways revenues, is sufficient to fund: <ul style="list-style-type: none"> <li>o Maintenance, care, repair and construction of roads and bridges outside of the incorporated towns</li> <li>o All expenses of the County Department of Public Works concerning County highways</li> <li>o All expenses of the County and/or Sheriff's Office regarding traffic patrol and highways safety</li> <li>o Any County expenses related to transportation services</li> </ul>

The Code also requires this fund to be a special account separate and apart from all other funds. Effective July 1, 2012 the tax rate for this differential is:

\$0.146 per \$100 of assessed value for properties outside the towns.

Each year the State reassesses one group, resulting in a complete reassessment of the County every three years. Effective July 1, 2010, the Homestead Tax Credit, set by the County Council, limits tax increases to no more than 5% each year. Only primary residences are eligible for this credit. Decreased assessments, regardless of the property type, are fully applied in the first year. The total of the assessed values of local property is the County's assessable base, which can change through reassessment and the loss or gain of building and personal property.

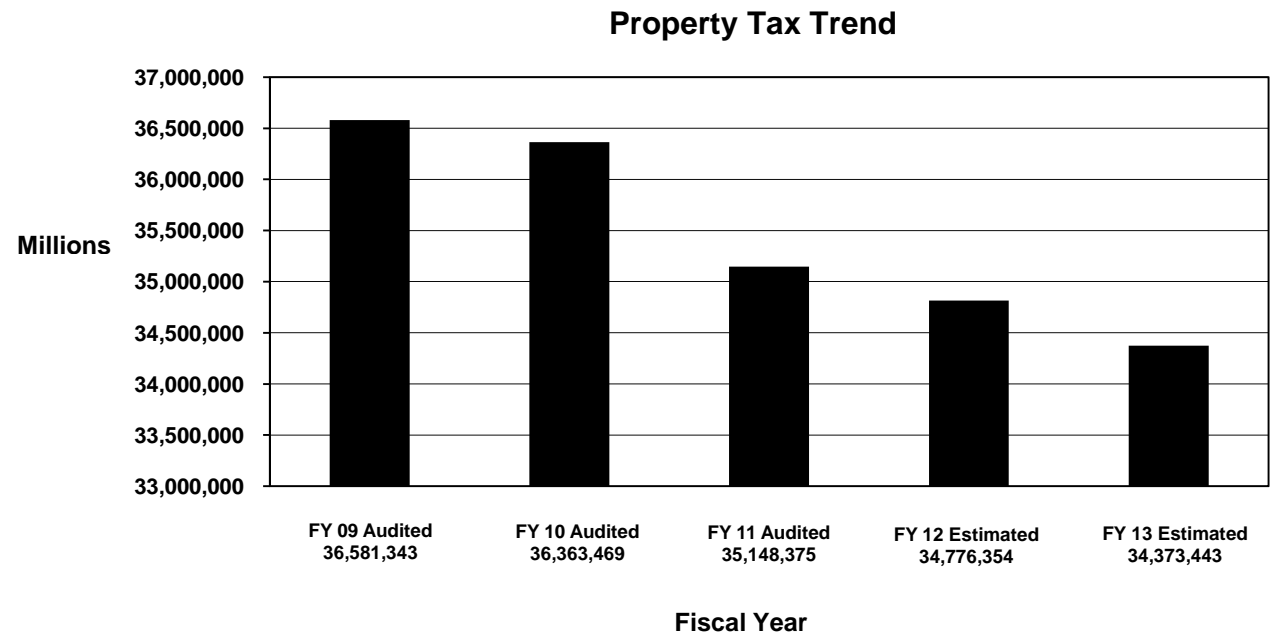
## HIGHWAYS FUND

### FINANCIAL NOTES:

FY 12	FY 13	CHANGE
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The reduction in property tax revenue for FY 13 is primarily due to flat property values.

We consider various sources of information to make property tax revenue projections. The primary source is the Maryland Department of Assessment and Taxation (SDAT). They provide assessment estimates in November and March for the current, and the next two upcoming tax years. The second source of information is building permit activity reports, transfer tax reports, and real estate sales information. These reports along with prior year data are reviewed in order to properly perform a trend analysis.

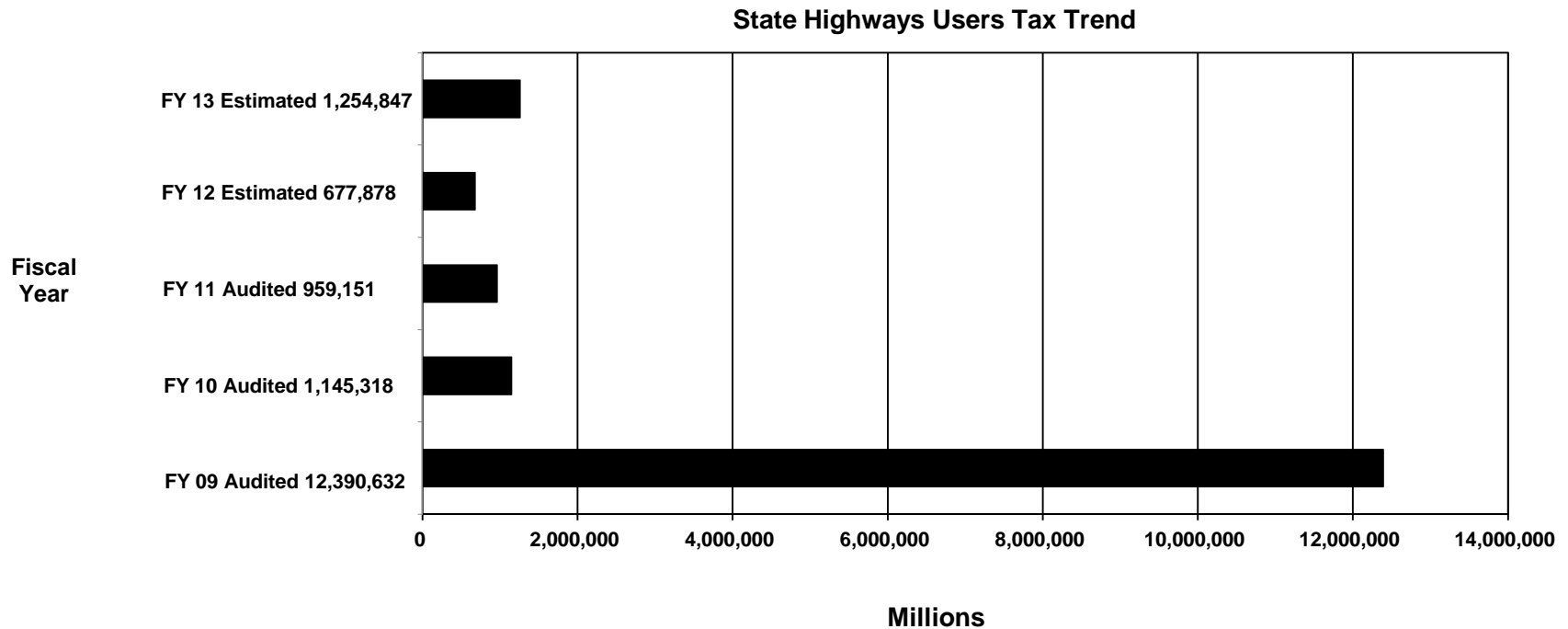


## HIGHWAYS FUND

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	434,000	1,254,847	820,847	<u>State Highways Users Tax</u> - Motor vehicle fuel tax, motor vehicle registration fees, a share of the motor vehicle titling tax and a share of the corporate income tax are designated by the State of Maryland as Highways User Revenues. The State shares 30% of these revenues with the counties and municipalities to help fund the construction and maintenance of local roads. The distribution to subdivisions is derived from a formula based on locally maintained road mileage and vehicle registrations.

Each year the Maryland Department of Transportation's State Highway Administration provides the County with estimates of the Highways User Tax. For Fiscal Year 2013 we are projecting to receive \$1,254,847.



## HIGHWAYS FUND

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	3,325,427	3,972,100	646,673	<u>Charges for Government Services</u> - such as inspections and plan review revenue are increased for FY 13. All departments are charged for their share of the County's fleet maintenance contract. When the departments pay these charges, their expense becomes a revenue to the Highways Fund. This revenue is then appropriated to and expended for the Department of Public Works Highways Fund. The same is true for fuel used by the various departments of the County and outside agencies.
o	81,947	48,120	(33,827)	<u>Investment Income</u> - are reflective of the size of the portfolio and the rate of return, a 41% decrease is projected for FY 13.
o	5,888,801	5,313,837	(574,964)	<u>Other Revenue</u> - the elements mainly responsible for the net increase in "Other" revenues are:
	FY 12	FY 13	Change	
	50,000	30,000	(20,000)	<u>Sale of Property - Vehicles</u>
	3,000,000	3,000,000	0	<u>Fuel Charges</u>
	90,000	45,000	(45,000)	<u>Pooled Interest Transfer In</u>
	2,000,000	2,000,000	0	<u>Recovery from Capital Projects</u> - When Inspectors from the Highways Fund work on a capital project, that project reimburses the Highways Fund for the cost of their services.
	494,769	0	(494,769)	<u>27th Pay Accrual</u> - FY 12 had 27 pay dates compared to 26 pay dates for a normal budget year. This additional pay period only occurs every twelfth budget year.
o	4,531,984	8,798,071	4,266,087	<u>Fund Balance Appropriation</u> - excess unappropriated fund balance at the end of a fiscal year, above the 5% reserve designated for credit rating purposes, maintained by County policy, is appropriated into the next fiscal year's budget, and treated as one-time funding for that fiscal year.

HIGHWAYS FUND
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**FINANCIAL NOTES:**

The \$4,683,905 net increase in appropriations for the Highways Fund is the result of:

	FY 12	FY 13	CHANGE	
o		(789)	(789) Net Full Time positions transferred between the divisions of Highways:	
			# of Positions                  Salary                  Fringe                  Total	
			(1.00)                  (109,159)                  (37,940)                  (147,099)	Civil Engineer II transferred from Highways Maintenance to Highways Engineering
			<u>1.00</u> <u>109,159</u> <u>37,151</u> <u>146,310</u>	
			<u>0.00</u> <u>0</u> <u>(789)</u> <u>(789)</u>	
o		58,569	58,569 Position created during FY 12 from abolished Procurement position:	
			# of Positions                  Salary                  Fringe                  Total	
			1.00                  32,400                  26,169                  58,569	Laborer
o	10,641,204	10,496,222	(144,982) Full Time Salaries	
			21,154 Salary adjustments based on the recommendations of the Department of Human Resources	
			<u>(166,136) Staff Turnover</u> <u>(1.56%)</u>	
			<u>(144,982)</u>	
o	494,769	0	(494,769) One-time FY 12 funds provided for 27th pay	
o	1,391,770	955,839	(435,931) Pension/Retirement rate adjustments per Treasury's estimates	
o	582,504	430,072	(152,432) Workers' Compensation rate adjustments per Treasury's estimates	
o	2,687,531	2,596,801	(90,730) Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage	
o	880,200	868,994	(11,206) FICA adjustments	
o	242,637	242,637	0 Special Pays - funds appropriated for leave payouts per estimated number of retirements	
o	1,401,696	1,021,512	(380,184) Retirees Insurance - funds are provided for the County's share of retiree's health and dental insurance.	
o	195,000	320,000	125,000 Vehicle & Operating Equipment - funding for short term rental of equipment for other Departments is budgeted under Fleet Management for better control	

## HIGHWAYS FUND

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE		
o	135,908	139,950	4,042	Space & Real Estate Rental - rent for Division of Construction Management at 15 N Bond Street offices increased	
o	92,600	94,200	1,600	Telephone Service - increase due to addition of Verizon data lines for field personnel	
o	120,000	8,000	(112,000)	Temporary Services - reduced number of contractual flaggers to two for sealing operations	
o	30,800	34,550	3,750	Uniform Rental - shirts for Field Inspectors to provide easy identification by contractors and the general public	
o	22,000	39,150	17,150	Data Processing Software - Maintenance - Geographic Information System (GIS) License increased due to transfer of employees last year from the General Fund @ \$2,150 and Seat Licensing Fee for Fleet software for tracking and reporting fleet operations @ \$15,000	
o	663,000	1,295,000	632,000	Grounds Maintenance - increasing tree crews from two to four plus additional mowing to meet National Pollutant Discharge Elimination System (NPDES) permit requirements for ponds	
o	0	390,004	390,004	Other Insurance:	
		FY 12	FY 13	Change	
		General Liability	0	4,991	4,991
		Auto Liability	0	284,047	284,047
		Property Damage	0	100,966	100,966
		<u>0</u>	<u>390,004</u>	<u>390,004</u>	
o	635,000	435,000	(200,000)	Bituminous Concrete - blacktop for road projects decreased based on actual expense history	
o	450,000	650,000	200,000	Liquid Bituminous - increased to shorten road maintenance cycle from every 7 years to every 5 years	
o	15,000	0	(15,000)	Computer Software - funding moved to Data Processing Software - Maintenance - Fleet Management	
o	1,236,000	1,276,000	40,000	Diesel Fuel - increase based on usage trends and cost projections - Fleet Management	
o	2,100,000	2,140,000	40,000	Gasoline - increase based on usage trends and cost projections - Fleet Management	
o	3,467,500	3,402,200	(65,300)	The County's Fleet Maintenance contract - decrease based on actual expense history:	
		FY 12	FY 13	Change	
		2,125,000	2,125,000	0	Targeted Services
		1,342,500	1,277,200	(65,300)	Non-Targeted Services
		<u>3,467,500</u>	<u>3,402,200</u>	<u>(65,300)</u>	Total Contract Funding

## HIGHWAYS FUND

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	421,750	418,750	(3,000)	Other Professional Services:
	FY 12	FY 13	Change	
	200	200	0	Office of the Director - consultant
	750	750	0	Bureau of Capital Projects Management - technical study to recommend standards for application of green or sustainable design to capital projects
	8,000	8,000	0	Bureau of Highways Engineering - to cover cost on as needed basis for various traffic studies, history survey projects and road analysis
	61,000	61,000	0	Bureau of Construction Inspections - engineering services, soil tests, borings, concrete, and asphalt testing
	186,800	186,800	0	Bureau of Highways Maintenance - contractual dig-outs and patch contracts
	10,000	10,000	0	Bureau of Water Resources - funding for unexpected study/design
	150,000	150,000	0	Fleet Management - for in house repairs, tank inspections, etc.
	5,000	2,000	(3,000)	Debt Service - Service Costs
	<u>421,750</u>	<u>418,750</u>	<u>(3,000)</u>	
o	3,000	4,000	1,000	Equipment - replacement of saws & traffic counter supplies
o	8,132	68,336	60,204	Principal and Interest on 2012 Bonds:
	FY 12	FY 13	Change	
	7,934	41,000	33,066	Principal Payments
	198	27,336	27,138	Interest Payments
	<u>8,132</u>	<u>68,336</u>	<u>60,204</u>	
o	613,264	0	(613,264)	Principal and Interest payments on 2007 Lease Finance project:
	FY 12	FY 13	Change	
	596,371	0	(596,371)	Principal Payments
	16,893	0	(16,893)	Interest Payments
	<u>613,264</u>	<u>0</u>	<u>(613,264)</u>	
o	0	5,300	5,300	Fleet Daily Carpool Rentals - employees are using carpool vehicles instead of their own vehicles

HIGHWAYS FUND	
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**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	563,490	609,179	45,689	Principal and Interest payments on 2009 Fleet Lease:
	FY 12	FY 13	Change	
	517,503	577,060	59,557	Principal Payments
	45,987	32,119	(13,868)	Interest Payments
	<u>563,490</u>	<u>609,179</u>	<u>45,689</u>	
o	2,333,305	2,316,330	(16,975)	Line items significantly adjusted, based on actual expense history and the state of the economy:
	FY 12	FY 13	Change	
	1,075,000	1,025,000	(50,000)	Electricity
	18,900	18,400	(500)	General Office Supplies
	4,360	3,860	(500)	Printing-Commercial
	4,075	5,150	1,075	Paper Supplies
	5,650	4,700	(950)	Janitorial Supplies & Equipment
	7,700	7,000	(700)	Ice and Bottled Water
	21,700	18,700	(3,000)	Other Supplies & Materials
	609,000	608,600	(400)	County Owned Vehicles
	568,300	605,500	37,200	Fuel Charges
	8,920	10,220	1,300	Membership Fees & Dues
	9,700	9,200	(500)	Training Seminars
	<u>2,333,305</u>	<u>2,316,330</u>	<u>(16,975)</u>	
o	1,441,463	2,046,317	604,854	Pro Rata Shares - represents Highways Funds paid to the General Fund for the overhead and administrative support functions provided there
o	10,245,000	15,280,135	5,035,135	Capital Improvements - Paygo funding to cover capital projects included in the FY 13 Approved Capital Budget for the Highways Fund

## HIGHWAYS FUND

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	56,783	56,783	0	Grants & Contributions - Baltimore Metropolitan Council (BMC) dues
o	3,039,752	3,196,012	156,260	The application of Highways Funds was expanded by legislation to include traffic safety and County transportation expenses. The County Council initially approved using Highways funds for Sheriff's Office Traffic Safety activities; this was accounted for as an expense in the Highways Fund. Additional legislation defined County support of the Board of Education's transportation expenses as eligible for Highways funding. Although initially it was handled as a Highways Fund Contra-revenue, funds appropriated for Board of Education transportation services are now accounted for as expenses in the Highways Fund.

FY 12	FY 13	Change	
1,039,752	1,196,012	156,260	Sheriff's Office Traffic Safety Unit
2,000,000	2,000,000	0	Board of Education Transportation
<u>3,039,752</u>	<u>3,196,012</u>	<u>156,260</u>	

# **WATER & SEWER**

<p><b>FY 13 APPROVED WATER &amp; SEWER FUND REVENUE BREAKDOWN</b></p>
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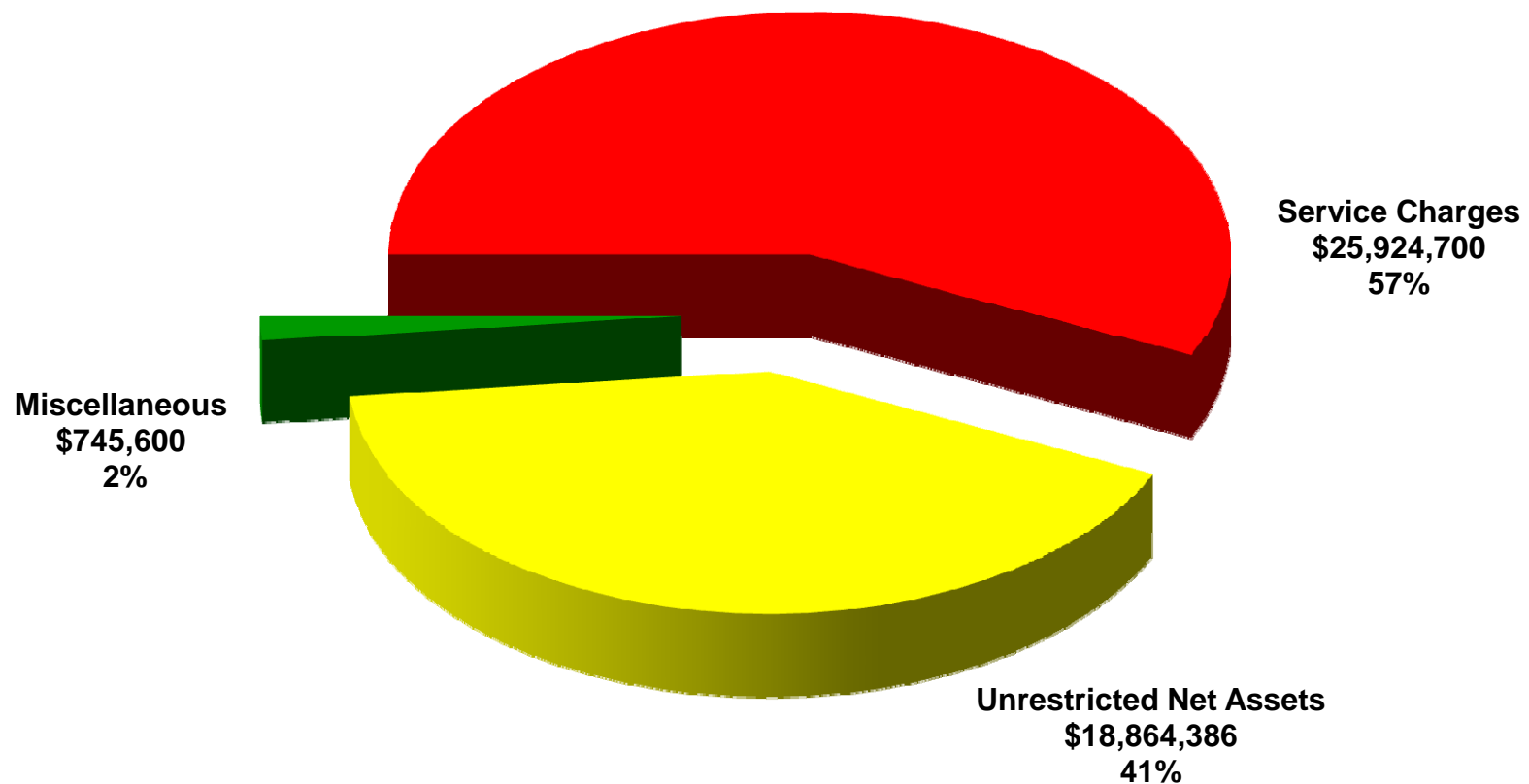
<b>MISCELLANEOUS:</b>	<b>2%</b>	<b>745,600</b>
Capital Recovery	168,200	
Miscellaneous	367,200	
Fine & Forfeitures	20,200	
Investment Income	190,000	

<b>UNRESTRICTED NET ASSETS:</b>	<b>41%</b>	<b>18,864,386</b>
Contributed Capital	9,200,000	
Unrestricted Net Assets	9,664,386	

<b>SERVICE CHARGES</b>	<b>57%</b>	<b>25,924,700</b>
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<p><b>TOTAL WATER &amp; SEWER FUND REVENUES</b></p>	<b>45,534,686</b>
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**WATER & SEWER  
OPERATING FUND REVENUES  
Fiscal Year 2012 - 2013  
TOTAL APPROVED BUDGET \$45,534,686**



**FY 13 APPROVED WATER & SEWER FUND  
APPROPRIATIONS BREAKDOWN**

**BUREAU OF W & S ADMINISTRATION:                      7%                      3,030,993**

Administration	2,980,993
General Inventory	50,000

**BUREAU OF W & S MAINTENANCE:                      14%                      6,564,242**

Water O&M Abingdon	3,847,234
Sewer O&M Abingdon	2,442,573
Water O&M Joppatowne	109,904
Sewer O&M Joppatowne	72,731
Whiteford/Cardiff Service Community	91,800

**OTHER:                      17%                      7,954,089**

Accounting	792,629
Personnel Matters	199,906
Insurance	252,828
Benefits	430,726
Paygo	6,278,000

**DEPRECIATION                      20%                      9,200,000**

**BUREAU OF W & S OPERATIONS:**

**WASTEWATER PROCESSING:                      24%                      10,824,889**

Industrial Waste Management	155,442
Sewer O&M Sod Run	7,339,520
Joppatowne Sewerage Treatment	718,352
Sewer O&M Pump/Meter Stations	2,485,048
Sewer O&M Spring Meadows	126,527

**WATER PRODUCTION:                      15%                      6,691,719**

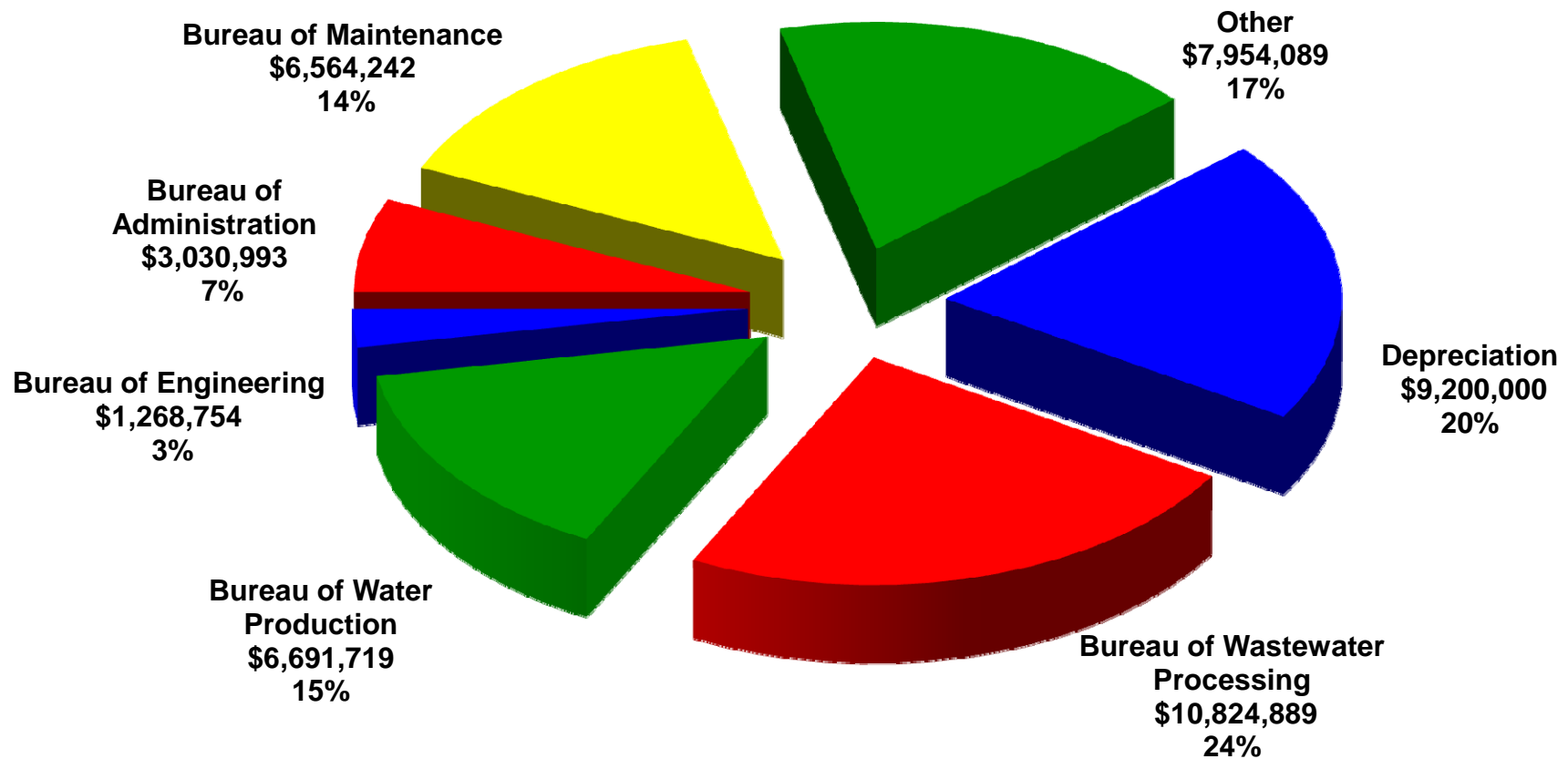
Water O&M Perryman	876,637
Water O&M Long Booster Stations	495,211
Water O&M Havre de Grace	1,140,820
Water O&M Abingdon-Big Inch	4,139,393
Water O&M Carbon Treatment Plant	14,340
Water O&M Solids Handling Facility	25,318

**BUREAU OF ENGINEERING:                      3%                      1,268,754**

Water Engineering	643,652
Sewer Engineering	625,102

<b>TOTAL WATER &amp; SEWER FUND APPROPRIATIONS</b>	<b>45,534,686</b>
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**WATER & SEWER OPERATING  
FUND APPROPRIATIONS  
Fiscal Year 2012 - 2013  
TOTAL APPROVED BUDGET \$45,534,686**



## WATER AND SEWER FUND

### ORIGIN/PURPOSE:

The Harford County Charter, Article V Budget and Finance, Section 502. (b) defines the term "County funds" to mean "any monies appropriated or approved by the Council to which the County may at any time have legal or equitable title."

The Water and Sewer Operating Fund was established as a self-sustaining utility to account for water and sewer services provided by Harford County Government, through the Water and Sewer Division of the Department of Public Works and dedicated divisions of Treasury and Human Resources.

Harford County Code, Chapter 256-3, declares the County to be a "sanitary district" and that the Department of Public Works Division of Water & Sewer shall exercise control of all publicly owned water, sewerage and waste-water facilities and systems in the County. The County Council is enabled by the Code's Chapter 256-4 to establish sanitary subdistricts and to revise all rates, charges, assessments or other payments required by or levied by the County.

For the purpose of securing revenue to maintain, repair and operate its water supply, sewerage or drainage systems, and other expenses, including depreciation allowances, plus interest on and retirement of bonds, the County is authorized by Chapter 256-19 to make various service charges for water, sewer and drainage service and a charge for water used, and may impose late fees on bills that remain unpaid. The County may also turn off water and levy turn-on and / or turn-off fees; plus upon an owner's request for cessation or installation of service, the County may charge a fee.

Per Chapter 256-20 a meter is required to be placed on each water connection to the County's water system. These meters remain the property of the County and the County can impose a charge for installation of the meter.

So enabled by Code, the County funds its Water and Sewer operations with the following revenues:

User Charges for both Water and Sewer; Service Charges including: tests and inspections, design review, construction meter rental, hydrant charges, job/shop repair orders, meter installations, Miss Utility charges to locate water and sewer lines for developers, industrial waste permits, interest and penalties, and miscellaneous general government charges.

## WATER AND SEWER FUND

### FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	15,085,598	14,644,980	15,889,650	14,629,155	14,629,155
20	CONTRACTUAL SERVICES	7,039,767	6,415,343	8,021,008	7,957,898	7,957,898
30	SUPPLIES & MATERIALS	2,238,157	2,427,948	3,028,700	3,308,585	3,308,585
40	BUSINESS & TRAVEL	477,285	559,358	571,802	619,415	619,415
50	CAPITAL OUTLAY	391,214	578,507	576,597	837,687	837,687
70	MISCELLANEOUS	12,650,489	11,192,675	12,662,999	17,190,896	17,561,896
80	INTER-GOVERNMENTAL	854,236	980,360	780,050	620,050	620,050
	<b>GRAND TOTAL</b>	<b>38,736,746</b>	<b>36,799,171</b>	<b>41,530,806</b>	<b>45,163,686</b>	<b>45,534,686</b>
	<b><u>SUMMARY BY DEPARTMENT:</u></b>					
04	TREASURY	778,308	770,359	858,410	792,629	792,629
08	HUMAN RESOURCES	490,274	68,961	204,660	199,906	199,906
30	PUBLIC WORKS	35,774,719	35,524,156	38,067,601	37,580,597	37,580,597
67	INSURANCE	0	0	0	252,828	252,828
68	BENEFITS	228,445	277,295	709,312	430,726	430,726
70	MISCELLANEOUS	1,465,000	158,400	1,690,823	5,907,000	6,278,000
	<b>GRAND TOTAL</b>	<b>38,736,746</b>	<b>36,799,171</b>	<b>41,530,806</b>	<b>45,163,686</b>	<b>45,534,686</b>
	<b><u>SUMMARY BY REVENUE SOURCE:</u></b>					
	SERVICE CHARGES	23,845,859	24,925,630	25,835,499	25,924,700	25,924,700
	INVESTMENT INCOME	328,977	231,050	333,500	190,000	190,000
	MISCELLANEOUS REVENUE	313,462	782,299	824,928	387,400	387,400
	UNRESTRICTED NET ASSETS	0	0	5,136,879	9,293,386	9,664,386
	CONTRIBUTED CAPITAL	0	0	9,200,000	9,200,000	9,200,000
	RECOVERY FROM CAPITAL PROJECTS	172,435	161,637	200,000	168,200	168,200
	<b>GRAND TOTAL</b>	<b>24,660,733</b>	<b>26,100,616</b>	<b>41,530,806</b>	<b>45,163,686</b>	<b>45,534,686</b>

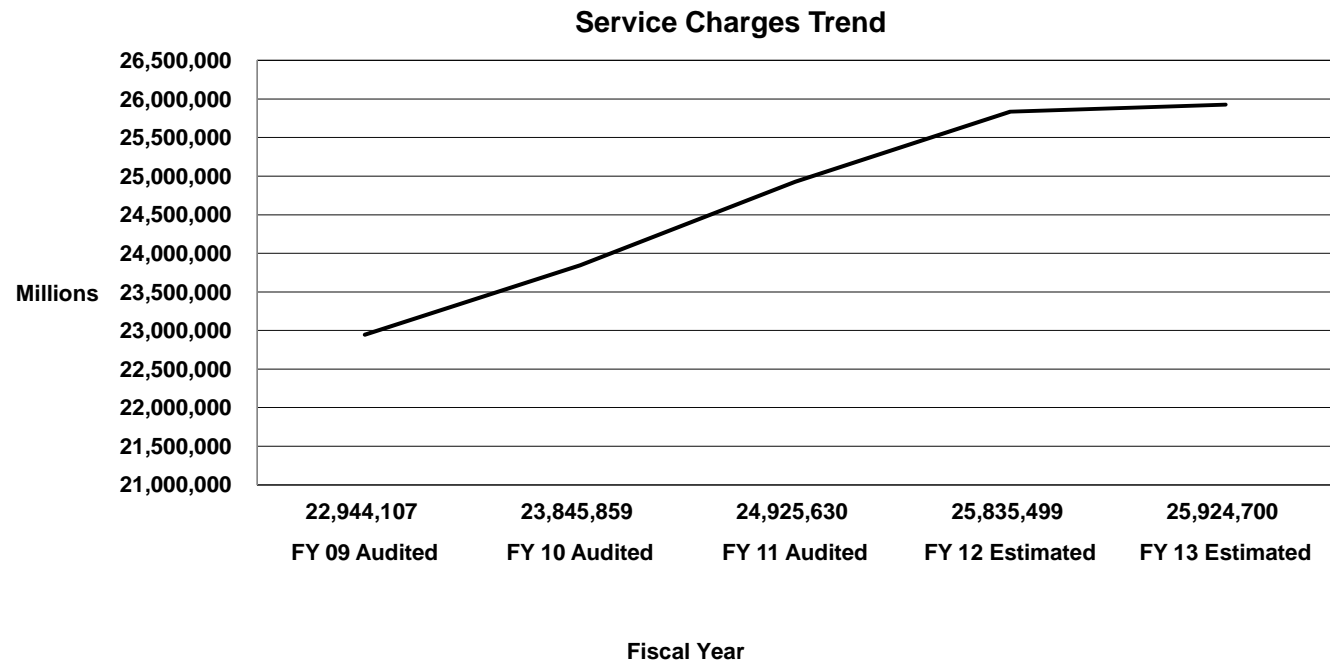
## WATER AND SEWER FUND

### FINANCIAL NOTES:

FY 13 Approved Budget	\$45,534,686
FY 12 Approved Budget	\$41,530,806
\$ growth	\$4,003,880
% growth	9.64%

The \$4,003,880 net increase in Water and Sewer Operating Fund revenue is projected to result from:

	FY 12	FY 13	CHANGE	
o	25,835,499	25,924,700	89,201	<u>Service Charges</u> - The increase in service charges is based on a combination of the number of anticipated new customers and an annual user rate adjustment based on the consumer price index.



## WATER AND SEWER FUND

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	333,500	190,000	(143,500)	<u>Investment Income</u> - FY 13 estimated revenue for investment income is based on FY 12 actuals.
o	824,928	387,400	(437,528)	<u>Miscellaneous Revenue</u> - includes sundry fines and forfeitures, sale of surplus vehicles, lease purchase proceeds and other revenues that cannot be classified. FY 12 Miscellaneous Revenue included funds for a 27th pay date. The additional pay period only occurs every twelfth budget year.
o	5,136,879	9,664,386	4,527,507	<u>Unrestricted Net Assets</u> - these are surplus funds from prior years that are being used to finance current year operations.
o	9,200,000	9,200,000	0	<u>Funded Depreciation - Contributed Capital</u> - annual depreciation charges are projected to decrease as assets mature and are not replaced.
o	200,000	168,200	(31,800)	<u>Recovery from Capital Projects</u> - cost of services billed to capital projects and recovered back to the operating budget. FY 13 estimated revenues are based on FY 12 actuals.

The \$4,003,880 net increase in the Water and Sewer Fund is the result of:

o	9,748,729	9,490,922	(257,807)	Full Time Salaries:	
			23,273	Salary adjustments based on the recommendations of the Department of Human Resources	
			(281,080)	Staff Turnover	(2.88%)
			(257,807)		
o	462,328	0	(462,328)	One-time FY 12 funds provided for 27th pay	
o		(37,638)	(37,638)	The net result of full-time transfers between the divisions of Water & Sewer:	
			# of Positions	Salary	Fringe
			(1.00)	(43,893)	(27,412)
			1.00	33,100	8,049
			(1.00)	(61,668)	(30,606)
			1.00	71,400	13,392
			0.00	(1,061)	(36,577)
					Total
					(71,305)
					Computer Records Assistant from W & S Maintenance
					41,149
					W/WW Facility Mechanic Trainee to Water Production
					(92,274)
					Accountant III to Office of Treasurer
					84,792
					Accountant III from Office of Treasurer
					(37,638)

## WATER AND SEWER FUND

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	1,287,241	873,990	(413,251)	Pension/Retirement rate adjustments per Treasury's estimates
o	351,812	255,254	(96,558)	Workers' Compensation rate adjustments per Treasury's estimates
o	2,314,268	2,292,788	(21,480)	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	107,243	99,778	(7,465)	Temporary Salaries - adjusted based on actual expense history
o	137,860	137,860	0	Special Pays - leave payouts for potential retirement of eligible staff
o	562,200	620,300	58,100	Overtime - increase based on actual expense history
o	77,522	76,291	(1,231)	Shift Differential - decrease based on actual expense history
o	815,107	794,410	(20,697)	FICA adjustment
o	51,620	69,180	17,560	Office Equipment - increase based on actual copier leases
o	3,190,256	3,299,000	108,744	Electricity - increase based on actual expense history
o	130,800	72,800	(58,000)	Space & Real Estate Rental - lease for office space at 145 N. Hickory Avenue, decrease due to less square footage than Bond Street
o	1,166,450	1,150,260	(16,190)	Other Professional Services - decrease based on actual expense history:

Division	FY 12	FY 13	Change	Explanation
Engineering	21,000	21,000	0	consultant services
Maintenance	132,300	135,300	3,000	preventive maintenance program
Water Production	85,850	58,950	(26,900)	transport of plant residuals to Sod Run and contract for hauling processed solids
Wastewater Processing	927,300	935,010	7,710	lab analysis for MDE compliance, emergency pump outs and courier for transport of samples
Totals	1,166,450	1,150,260	(16,190)	

<p align="center"><b>WATER AND SEWER FUND</b></p>	
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**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	75,000	100,000	25,000	Engineering Services:
	FY 12	FY 13	Change	
	60,000	85,000	25,000	WWP - engineering consultant and service contract
	15,000	15,000	0	Water Production - engineering services for assessment writing specs
	<u>75,000</u>	<u>100,000</u>	<u>25,000</u>	and inspection of major projects for painting towers
o	575,938	419,726	(156,212)	Retiree's Insurance - funds are provided for the County's share of retiree's health and dental insurance per the actuarial assessment
o	0	252,828	252,828	Other Insurance:
		FY 12	FY 13	Change
	General Liability	0	1,131	1,131
	Auto Liability	0	61,829	61,829
	Property Damage	0	189,868	189,868
		<u>0</u>	<u>252,828</u>	<u>252,828</u>
o	16,680	25,800	9,120	Communication Service - additional funding for installation of radios offset by a decrease for mobile radio service maintenance contract
o	1,254,750	1,227,500	(27,250)	County Facility Repair & Renovations - based on actuals for routine repairs:
	FY 12	FY 13	Change	
	126,000	126,300	300	Water & Sewer Maintenance
	693,500	879,500	186,000	Wastewater Processing
	435,250	221,700	(213,550)	Water Production
	<u>1,254,750</u>	<u>1,227,500</u>	<u>(27,250)</u>	
o	17,000	92,000	75,000	Other Contractual Services - increase for Cityworks maintenance @ \$25,000 and a one-time expense to implement Cityworks on web server @ \$50,000
o	1,351,000	1,396,000	45,000	Chemicals in Bulk - based on actual expense history:
		FY 12	FY 13	Change
	Maintenance	9,000	10,000	1,000
	Water Prod	811,000	896,000	85,000
	WWP	531,000	490,000	(41,000)
		<u>1,351,000</u>	<u>1,396,000</u>	<u>45,000</u>

<p align="center"><b>WATER AND SEWER FUND</b></p>	
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**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	300,000	0	(300,000)	Annual Capital Service - annual charge by Baltimore City to reimburse the City for their Capital expenses to improve and maintain water service to Harford County will now be a Capital expense
o	30,500	32,000	1,500	Financial Audit - increase based on actuals for lockbox services - Water & Sewer Accounting
o	0	9,500	9,500	Uniforms-Purchase - shirts, hats, etc. purchased every two years not included in the Uniform-Rental contract
o	165,000	180,000	15,000	Unanticipated Maintenance - funding to cover the costs of unanticipated emergencies
o	354,900	433,200	78,300	Water Meter Purchases - new and replacement installations in accordance with the replacement program for all meters exceeding 15 years of age
o	100,000	50,000	(50,000)	Other (Audit Only) - General Inventory per Treasury's recommendation
o	77,500	113,500	36,000	Line items adjusted for the cost of parts due to lead free legislation enacted in January, 2012:
	FY 12	FY 13	Change	
	35,000	50,000	15,000	Water Meter Repair Parts
	<u>42,500</u>	<u>63,500</u>	<u>21,000</u>	W & S Lines Service Parts
	<u><u>77,500</u></u>	<u><u>113,500</u></u>	<u><u>36,000</u></u>	
o	576,597	837,687	261,090	Equipment - provides for the following:
			35,000	Tampers 1,000
			71,000	Hydraulic Power Tools 4,500
			30,705	Testing Gauge 13,000
			27,000	Leak Detection Equipment 3,400
			4,750	Flow Meter 4,200
			1,500	Laboratory Equipment 38,982
			36,300	Other Equipment 157,000
			13,700	Tower - Antenna 16,000
			1,500	Other 41,000
			26,000	
			308,450	
			2,700	

## WATER AND SEWER FUND

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	1,659,871	1,853,388	193,517	Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 12	FY 13	Change	
	94,300	80,000	(14,300)	Heating Fuel (Oil) - transferred to Diesel Fuel
	6,900	8,200	1,300	Answering Service
	65,300	60,310	(4,990)	Emergency Reporting System
	187,238	196,658	9,420	Operating Equipment
	50,400	57,800	7,400	Grounds Maintenance
	41,201	45,400	4,199	Building/Custodial Services
	23,175	24,550	1,375	General Office Supplies
	7,605	9,230	1,625	Janitorial Supplies & Equipment
	409,400	470,450	61,050	Equipment Repair Parts
	24,775	28,950	4,175	Small Tools
	7,850	9,700	1,850	Building Supplies
	63,150	78,800	15,650	Laboratory Supplies
	54,850	60,100	5,250	Safety Equipment
	29,000	41,000	12,000	Crushed Aggregate
	2,400	3,750	1,350	Computer Hardware Components
	15,500	51,300	35,800	Diesel Fuel
	6,825	9,700	2,875	Oil & Lubricants
	211,800	222,300	10,500	County Owned Vehicles
	235,750	247,350	11,600	Fuel Charges
	84,900	92,300	7,400	Non-Targeted Charges - FVS
	4,550	2,950	(1,600)	Professional Books & Periodicals
	21,302	22,315	1,013	Membership Fees & Dues
	11,700	30,275	18,575	Training Seminars
	<u>1,659,871</u>	<u>1,853,388</u>	<u>193,517</u>	
o	9,400,000	9,200,000	(200,000)	Depreciation per Treasury estimates
o	1,690,823	6,278,000	4,587,177	Paygo funds per the FY 13 Approved Capital Budget

## WATER AND SEWER FUND

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
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- o      107,200      113,200      6,000      Payments to Other Government Agencies - sludge generation fees for:

Division	FY 12	FY 13	Change	Explanation
Maintenance	78,000	78,000	0	payments to the Pennsylvania Delta Borough for waste treatment, as required by an inter-state agreement
Wastewater	10,000	10,000	0	sludge generation fees for Joppatowne
Processing	19,000	25,000	6,000	sludge generation fees for Sod Run
	200	200	0	sludge generation fees for Spring Meadows
	107,200	113,200	6,000	

- o      1,461,476      1,967,196      505,720      Pro Rata Shares - represents Water & Sewer Funds paid to the General Fund for the overhead and administrative support functions provided there. It also covers Water and Sewer Operations share of the Director of Public Works budget, which is in the Highways Fund.

FY 12	FY 13	Change	
163,234	153,779	(9,455)	Water & Sewer Fund Pro Rata to the Public Works - Director
<u>1,298,242</u>	<u>1,813,417</u>	<u>515,175</u>	Water & Sewer Fund Pro Rata to the General Fund
<u>1,461,476</u>	<u>1,967,196</u>	<u>505,720</u>	

- o      780,000      620,000      (160,000)      Other Intergovernmental - payments to Havre de Grace for Harford County's share of Havre de Grace's City Water Plant operations. The County purchases 1.3 MGD of water from the City at \$35,000/month and has an intergovernmental agreement with the City to share the operating expenses of a new solids handling facility at \$200,000 per year.

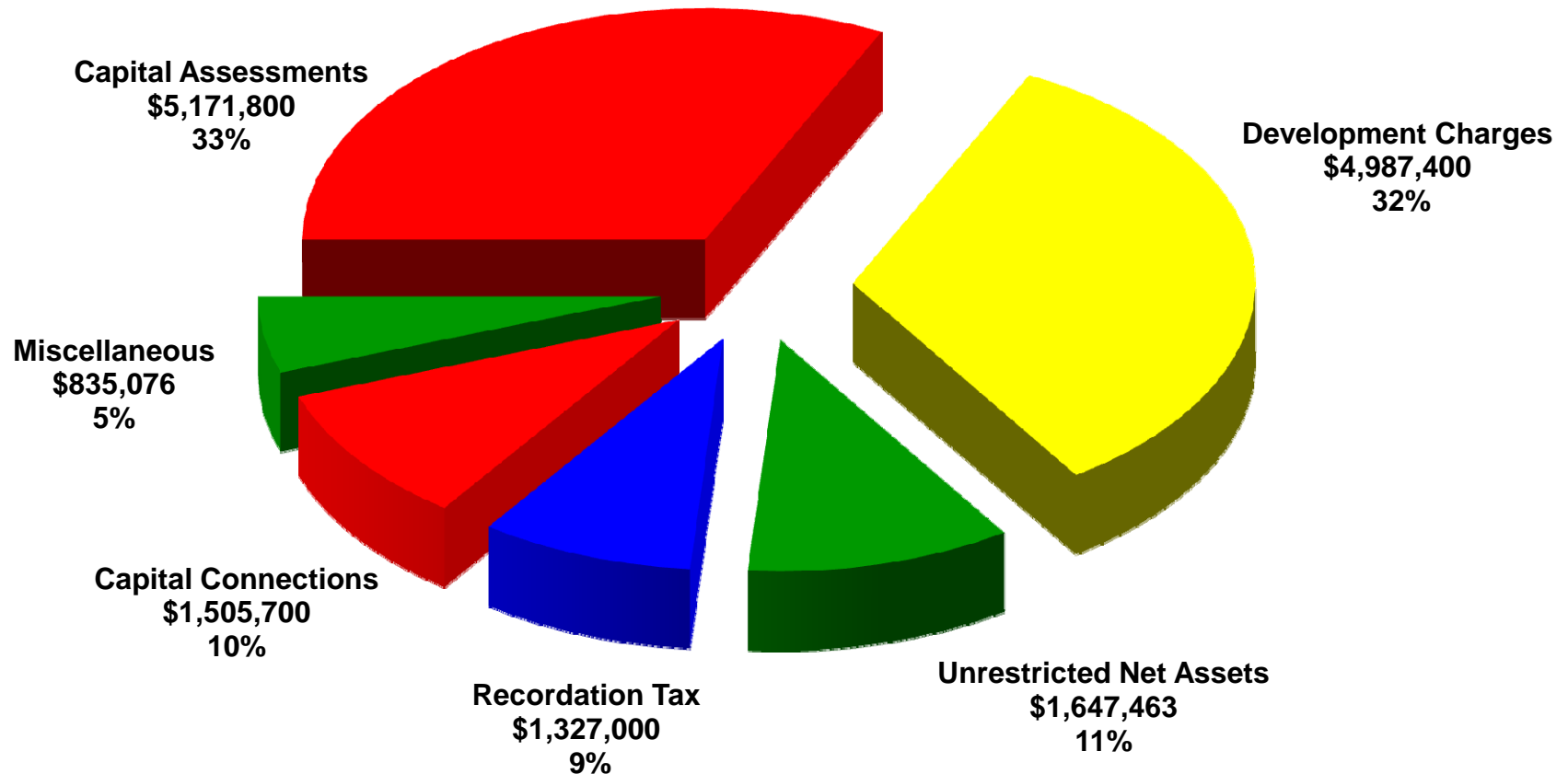
# **WATER & SEWER DEBT SERVICE**

<p><b>FY 13 APPROVED WATER &amp; SEWER DEBT SERVICE FUND REVENUE BREAKDOWN</b></p>
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DEVELOPMENT CHARGES	32%	4,987,400	CAPITAL CONNECTIONS	10%	1,505,700
CAPITAL ASSESSMENTS	33%	5,171,800	MISCELLANEOUS	5%	835,076
UNRESTRICTED NET ASSETS	11%	1,647,463	RECORDATION TAX	9%	1,327,000

<p><b>TOTAL WATER &amp; SEWER DEBT SERVICE FUND REVENUES</b></p>	<b>15,474,439</b>
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**WATER & SEWER DEBT  
SERVICE FUND REVENUES  
Fiscal Year 2012 - 2013  
TOTAL APPROVED BUDGET \$15,474,439**

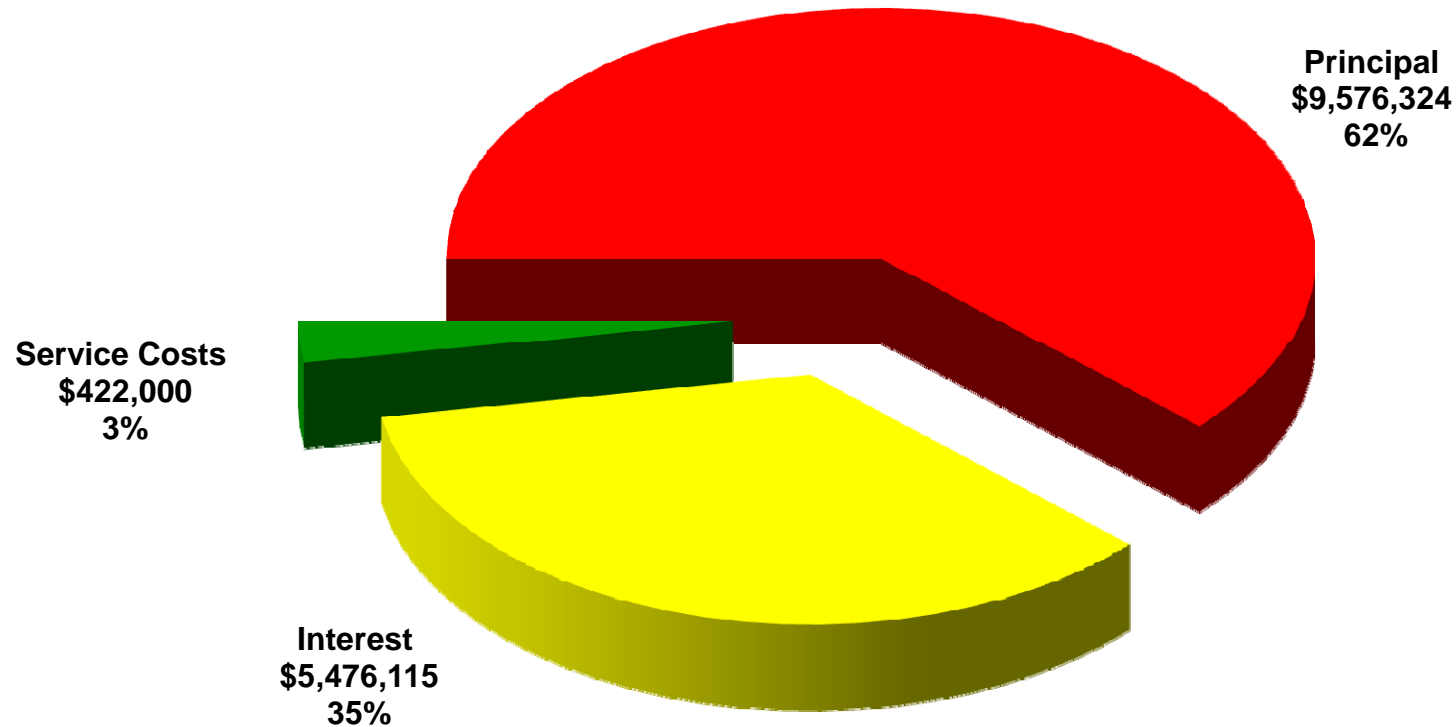


**FY 13 APPROVED WATER & SEWER DEBT SERVICE FUND  
APPROPRIATIONS BREAKDOWN**

<b>PRINCIPAL</b>	<b>62%</b>	<b>9,576,324</b>	<b>INTEREST</b>	<b>35%</b>	<b>5,476,115</b>
			<b>SERVICE COSTS</b>	<b>3%</b>	<b>422,000</b>

<b>TOTAL WATER &amp; SEWER FUND DEBT SERVICE APPROPRIATIONS</b>	<b>15,474,439</b>
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**WATER & SEWER DEBT SERVICE  
APPROPRIATIONS  
Fiscal Year 2012 - 2013  
TOTAL APPROVED BUDGET \$15,474,439**



## WATER AND SEWER DEBT SERVICE FUND

### ORIGIN/PURPOSE:

The Harford County Charter, Article V Budget and Finance, Section 502. (b) defines the term "County funds" to mean "any money appropriated or approved by the Council to which the County may at any time have legal or equitable title."

The Water and Sewer Debt Service Fund provides appropriation authority for the payment of principal and interest on long-term water and sewer bonds and loans. Article V, Section 524 of the Harford County Charter allows the County to incur debt for longer than one year, but not for current operating expenses. All County debt in excess of one year is limited to 30 years after the date of issuance, except debt incurred to finance waste, sewer and wastewater facilities which shall become due not later than 40 years after the date of issuance. These bonds and loans are used to finance the capital projects of the County owned Water and Sewer System. Revenues for the Water and Sewer Debt Service Fund are derived from:

### SYSTEM CAPITAL CHARGES - which include:

**Connection Charges** - These charges are based on a schedule of \$450 per equivalent dwelling unit (EDU) for sewerage connections and \$650 per EDU for water connections. An EDU is a unit of measure set to a maximum of 20 gallons per minute or 30 fixture units. Harford County Code Chapter 256, Article V, Section 44 established these charges. All connection charges must be paid before physical connection to the system or within six months of the date, the property is physically benefited.

**Surcharges** - Established by Harford County Code Chapter 256, Article V, Section 45.1, these surcharges are placed on every water and sewer connection at \$450 per EDU for water, and similarly \$100 for sewer. Surcharges are to be paid before issuance of a plumbing permit.

**Development Charges** - System development charges were established by Harford County Code Chapter 256, Article V, Section 45.4, Water/Sewer mains must be deemed operational by the Department of Public Works, and development charges must be paid, before the issuance of a plumbing permit for connection. These fees are based on each EDU, which increase by 6% each July 1st. For FY 13 the water system fee is \$2,791 and the sewer system fee is \$5,764.

### ASSESSMENTS - are comprised of:

**Benefit Assessments** - Harford County Code, Chapter 256-27 authorizes the County Council, on the recommendation of the Director of Public Works, to establish an annual "benefit assessment" on properties in the systems to pay for construction, purchase or establishment of water and/or sewer facilities. The Director of Public Works, after obtaining from the County Treasurer the costs of the capital improvements, shall determine the proper assessment to be levied.

**User Benefit Assessments** - Harford County Code, Chapter 256-45.2 authorizes "user benefit assessments" against all properties which benefited from a connection to county public facilities, to create a fund to pay for the expansion, extension or reconstruction of the water and/or sewer system. These assessments are to be made for a period of 25 years from the date of connection, and are imposed at a rate of \$70 per EDU for properties connected to the water/sewer system before December 31, 1991, and \$140 per EDU for properties connected after December 31, 1991.

## **WATER AND SEWER DEBT SERVICE FUND**

### **RECORDATION TAX RECEIPTS**

State law imposes a tax on every instrument of writing recorded or offered for record with the Clerk of the Circuit Court (liens, deeds, mortgages, etc.), at the rate of \$6.60 per \$1,000 of the actual consideration to be paid for property transferred, or of the principal amount of the debt secured. Harford County splits the proceeds from this tax: 2/3 to fund school debt and/or school construction; 1/6 to fund Parks and Recreation capital projects; and 1/6 to support the Water and Sewer Debt Service Fund.

### **BIOLOGICAL NUTRIENT REMOVAL FEE**

This fee was added to the County Code Chapter 256, Article V, Section 45.5 to cover the debt payment that the County incurred on capital construction costs to install the biological nutrient removal process at the Sod Run Wastewater Treatment Plant. Sewer system customers are billed each fiscal year based on the customer's sewer usage. This fee will remain in effect until the total debt service incurred for this period is retired.

### **SANITATION PERMIT**

The County Health Department imposes an assessment and requires a permit to install a septic system. The permit fee is collected by the County Department of Inspections, Licenses, and Permits, and the revenue is divided between the Water & Sewer Debt Service Fund and a General Fund account dedicated to the Health Department.

### **CAPITAL SURCHARGES**

The Governmental Accounting Standards Board (GASB), the standard-setting authority for governmental accounting, introduced a financial reporting model through GASB Statement No. 34, which requires capital contributions flow through income statements as revenues. This account will be used to record surcharges for a limited number of specific projects as well as any future capital surcharges to be set.

### **INVESTMENT INCOME**

This account is provided to record interest earned on the investment of all idle cash in the Water and Sewer Debt Service Fund.

### **INTEREST AND PENALTIES**

Chapter 256-19 of the Harford County Code imposes charges on late payment of water and sewer bills, turn on/turn off fees and meter tampering.

## WATER AND SEWER DEBT SERVICE FUND

### FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
20	CONTRACTUAL SERVICES	127,834	130,806	190,000	152,000	152,000
30	SUPPLIES & MATERIALS	0	0	20,000	0	0
60	DEBT SERVICE	13,872,204	15,151,931	14,916,946	15,322,439	15,322,439
70	MISCELLANEOUS	37,658	0	0	0	0
	<b>GRAND TOTAL</b>	<b>14,037,696</b>	<b>15,282,737</b>	<b>15,126,946</b>	<b>15,474,439</b>	<b>15,474,439</b>
<b><u>SUMMARY BY DEPARTMENT:</u></b>						
66	DEBT SERVICE	14,037,696	15,282,737	15,126,946	15,474,439	15,474,439
	<b>GRAND TOTAL</b>	<b>14,037,696</b>	<b>15,282,737</b>	<b>15,126,946</b>	<b>15,474,439</b>	<b>15,474,439</b>
<b><u>SUMMARY BY REVENUE SOURCE:</u></b>						
	RECORDATION TAX	1,706,028	1,651,107	1,700,000	1,327,000	1,327,000
	CAPITAL ASSESSMENTS	5,025,450	5,090,995	5,120,529	5,171,800	5,171,800
	CAPITAL CONNECTIONS	4,703,069	5,812,557	2,206,198	1,505,700	1,505,700
	DEVELOPMENT CHARGES	4,618,360	5,091,191	4,196,920	4,987,400	4,987,400
	INVESTMENT INCOME	35,281	53,277	60,000	41,376	41,376
	UNRESTRICTED NET ASSETS	0	0	754,940	1,647,463	1,647,463
	MISCELLANEOUS	726,626	758,796	1,088,359	793,700	793,700
	<b>GRAND TOTAL</b>	<b>16,814,814</b>	<b>18,457,923</b>	<b>15,126,946</b>	<b>15,474,439</b>	<b>15,474,439</b>

## WATER AND SEWER DEBT SERVICE FUND

### FINANCIAL NOTES:

FY 13 Approved Budget	\$15,474,439
FY 12 Approved Budget	\$15,126,946
\$ growth	\$347,493
% growth	2.30%

The \$347,493 net increase in Water and Sewer Debt Service revenue is projected to result from:

	FY 12	FY 13	CHANGE
o	1,700,000	1,327,000	(373,000) <u>Recordation Tax</u> - the FY13 budget for recordation tax is based on actual collections for FY 12.
o	5,120,529	5,171,800	51,271 <u>Capital Assessments</u> - the increase in capital assessments reflects a very modest increase in new petition projects and connections in the form of User Benefit Assessments.
o	2,206,198	1,505,700	(700,498) <u>Capital Connections</u> - FY 13 budget reflects actual collections during FY 12.
o	4,196,920	4,987,400	790,480 <u>Development Charges</u> - are projected to reflect a slight increase in connection activity and the 6% annual fee increase. FY 13 is based on FY 12 actual receipts.
o	60,000	41,376	(18,624) <u>Investment Income</u> - falling interest rates and an increase in the spending of bond funds, resulted in interest earnings projected to decrease for FY 13.
o	754,940	1,647,463	892,523 <u>Unrestricted Net Assets</u> - increase in amounts allocated from prior year surplus to fund principal and interest payments on outstanding debt.
o	1,088,359	793,700	(294,659) <u>Miscellaneous</u> - this projection is based on actual receipt history.

## WATER AND SEWER DEBT SERVICE FUND

### FINANCIAL NOTES:

With the FY 13 Approved Capital Budget the anticipated value of  
Outstanding Water and Sewer Bonds and Loans as of June 30, 2011 would be      \$125,771,843

The \$347,493 net increase in the Water and Sewer Debt Service Fund is the result of:

	FY 12	FY 13	CHANGE	
o	9,286,250	9,576,324	290,074	Principal Payments - are adjusted to the amounts due on outstanding debt.
o	5,418,696	5,476,115	57,419	Interest Payments
o	422,000	422,000	0	Service Costs:
				FY 12
				FY 13
				Change
				Legal Services
				20,000
				10,000
				(10,000)
				Management Services
				150,000
				140,000
				(10,000)
				Other Professional Services
				20,000
				2,000
				(18,000)
				Printing Commercial
				20,000
				0
				(20,000)
				Cost of Issuance
				212,000
				270,000
				58,000
				Totals
				422,000
				422,000
				0

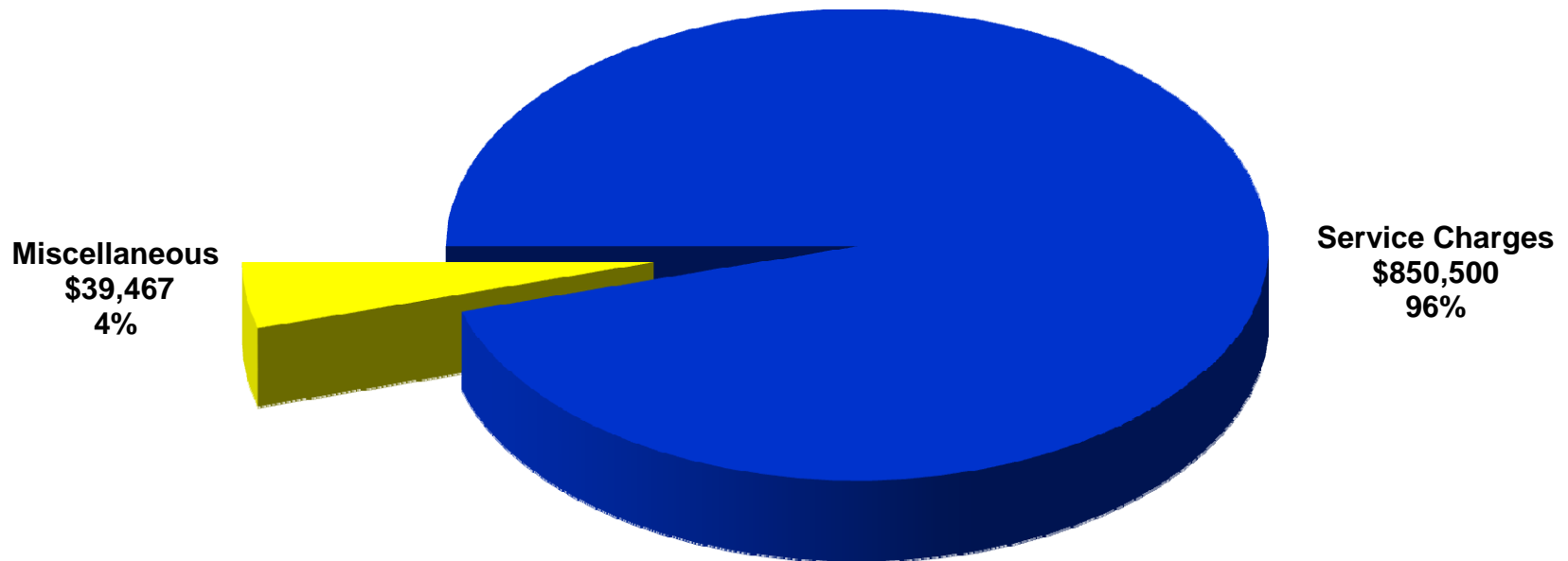
# **PARKS & RECREATION SPECIAL REVENUE**

<p><b>FY 13 APPROVED PARKS &amp; RECREATION SPECIAL REVENUE REVENUE BREAKDOWN</b></p>
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<b>SERVICE CHARGES</b>	<b>96%</b>	<b>850,500</b>	<b>MISCELLANEOUS:</b>	<b>4%</b>	<b>38,967</b>
			Fund Balance		38,467
			Investment Income		500

<p><b>TOTAL PARKS &amp; RECREATION SPECIAL REVENUE - REVENUES</b></p>	<b>889,467</b>
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**PARKS & RECREATION  
SPECIAL REVENUES  
Fiscal Year 2012 - 2013  
TOTAL APPROVED BUDGET \$889,467**



<p><b>FY 13 APPROVED PARKS &amp; RECREATION SPECIAL REVENUE APPROPRIATIONS BREAKDOWN</b></p>
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<p><b>EMMORTON RECREATION AND TENNIS CENTER</b></p>	<p><b>37%</b></p>	<p><b>325,778</b></p>
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<p><b>OAKINGTON PENINSULA</b></p>	<p><b>42%</b></p>	<p><b>372,763</b></p>
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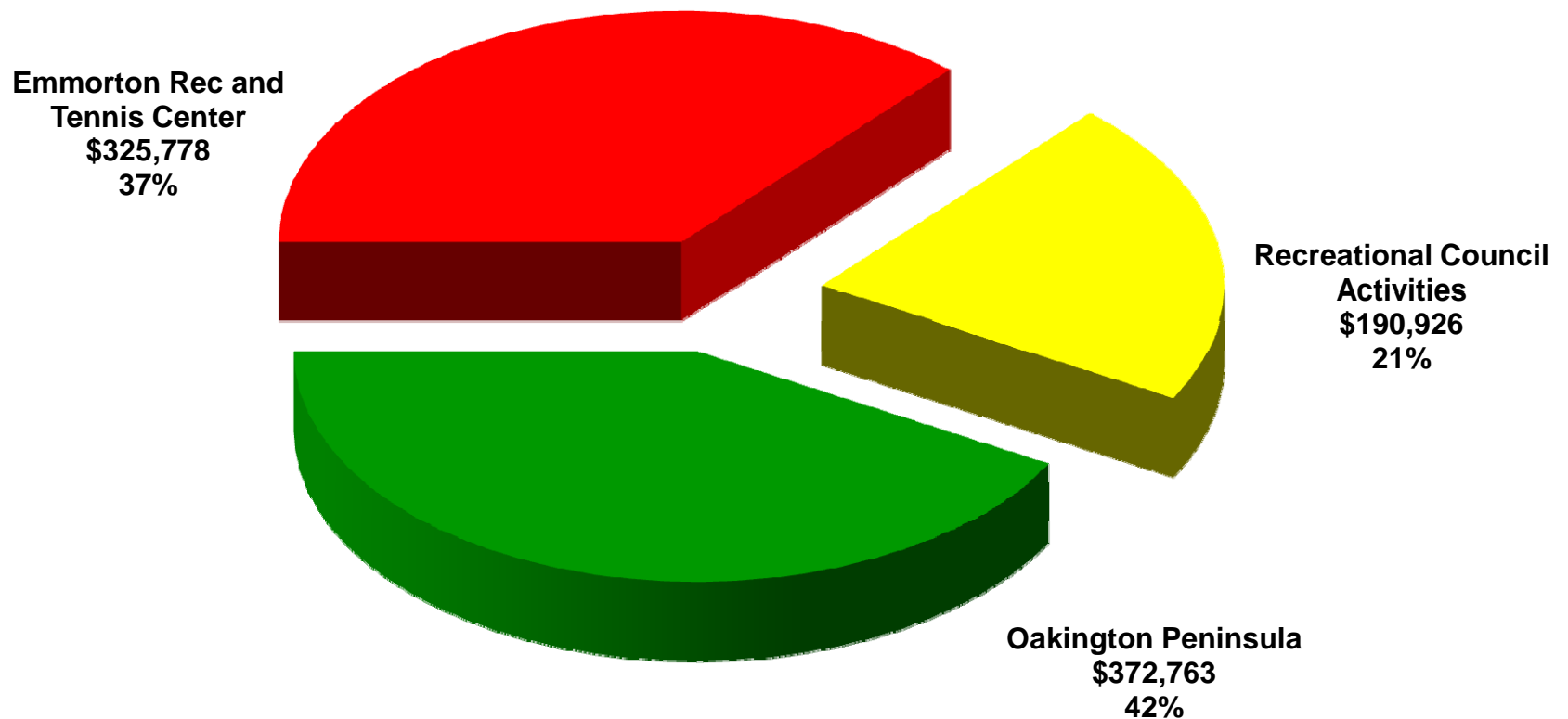
<p><b>RECREATIONAL COUNCIL ACTIVITIES</b></p>	<p><b>21%</b></p>	<p><b>190,926</b></p>
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<p><b>TOTAL PARKS &amp; RECREATION SPECIAL REVENUE APPROPRIATIONS</b></p>	<p><b>889,467</b></p>
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# **PARKS & RECREATION SPECIAL REVENUE APPROPRIATIONS**

**Fiscal Year 2012- 2013**

**TOTAL APPROVED BUDGET \$889,467**



## PARKS & RECREATION SPECIAL REVENUE FUND

### ORIGIN/PURPOSE:

Prior to FY 02, revenues and expenses related to the self-supporting activities of the Emmorton Recreation and Tennis Center, Recreation Councils and/or the Oakington Peninsula were accounted for as a Trust Fund. This changed when the Governmental Accounting Standards Board (GASB), the standard setting authority for governmental accounting, introduced a financial reporting model through GASB Statement No. 34, which requires Trust Funds be used only for private purposes, pensions and investments.

These Parks and Recreation activities no longer qualified as a "trust" under GASB Statement No. 34, nor did they meet the standards of the Operating General Fund, since their revenues and expenses are dedicated solely to supporting their own programs. Therefore, a Special Revenue Fund was established by Council Bill No. 00-64, effective March 20, 2001. The fund covers the activities of:

- o Emmorton Recreation & Tennis Center:

This facility was purchased by Harford County using State Open Space funding in November 1999 for the purpose of addressing the unmet recreation and leisure needs of the Emmorton/Abingdon area. Two of the indoor tennis courts were retained and two others were converted into multipurpose gymnasiums. The outdoor courts were converted for new parking and a steel-fabric covering for two additional indoor courts increasing tennis court rentals and revenue production.

- o Oakington Peninsula:

The Oakington Peninsula is comprised of two separate farms, Swan Harbor Farm and Oakington Farm (Eleanor and Millard Tydings Park). Swan Harbor was purchased in conjunction with the Maryland Department of Natural Resources and Program Open Space in 1994. It operates as a self-sustaining facility generating revenue from rentals, farming, leases and fundraising. The Oakington Peninsula will also generate revenues from leasing of farmland, two houses, and the facility as well as providing a park for passive and recreational activities.

- o Recreational Council Activities:

This account is set up to receive revenues from recreational activities, registration, and events. The funds will be expended for recreational supplies, tournament trophies, officials and referees, etc.

## **PARKS & RECREATION SPECIAL REVENUE FUND**

### **ORIGIN/PURPOSE:**

The fund encompasses receipts from:

#### Charges for Service

- o Emmorton Recreation & Tennis Center fees, rentals and contributions.
- o Skateboard Facility at the McFaul Senior/Youth Center fees.
- o Showmobile/Stage Rental - a mobile stage is rented to recreation councils for both non-profit and for-profit organizations.
- o Recreation Councils/Special Activities - such as the sale of amusement park discount tickets, basketball tournaments, lacrosse and wrestling summer camps, etc.
- o Rental and/or contributions to Oakington Peninsula - for the tenant houses, farms or facilities at Swan Harbor and/or Oakington Farms.

#### Fund Balance Appropriated

At the end of some fiscal years, this fund will have a revenue surplus, due to either spending less than budgeted or generating more money than anticipated. This surplus will be appropriated to the next fiscal year.

## PARKS & RECREATION SPECIAL REVENUE FUND

### FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	397,466	355,921	468,119	454,192	454,192
20	CONTRACTUAL SERVICES	237,209	251,453	293,142	343,545	343,545
30	SUPPLIES & MATERIALS	50,626	49,286	59,740	60,065	60,065
40	BUSINESS & TRAVEL	3,023	3,370	3,235	4,165	4,165
50	CAPITAL OUTLAY	0	16,109	26,500	27,500	27,500
	<b>GRAND TOTAL</b>	<b>688,324</b>	<b>676,139</b>	<b>850,736</b>	<b>889,467</b>	<b>889,467</b>
<b><u>SUMMARY BY DEPARTMENT:</u></b>						
59	PARKS AND RECREATION	688,324	676,139	850,736	889,467	889,467
	<b>GRAND TOTAL</b>	<b>688,324</b>	<b>676,139</b>	<b>850,736</b>	<b>889,467</b>	<b>889,467</b>
<b><u>SUMMARY BY REVENUE SOURCE:</u></b>						
	MISCELLANEOUS	0	1,981	14,280	0	0
	INVESTMENT INCOME	535	637	500	500	500
	FUND BALANCE APPROPRIATION	0	0	0	38,467	38,467
	SERVICE CHARGES	738,494	795,746	835,956	850,500	850,500
	<b>GRAND TOTAL</b>	<b>739,029</b>	<b>798,364</b>	<b>850,736</b>	<b>889,467</b>	<b>889,467</b>

## PARKS & RECREATION SPECIAL REVENUE FUND

### FINANCIAL NOTES:

FY 13 Approved Budget	\$889,467
FY 12 Approved Budget	\$850,736
\$ increase	\$38,731
% increase	4.55%

The \$38,731 increase in Parks and Recreation Special Revenue Fund revenues is the result of:

	FY 12	FY 13	CHANGE	
o	835,956	850,500	14,544	<u>Service Charges</u> - account for receipts from various facilities and equipment, for example, the skateboard park, the Showmobile stages rentals and the Emmorton Recreation and Tennis Center, etc.
FY 13 projected revenues are based on actual receipt history.				
		FY 12	FY 13	Change
		7,500	5,000	(2,500)
		264,456	260,000	(4,456)
		370,000	360,000	(10,000)
		12,000	10,500	(1,500)
		182,000	215,000	33,000
		<u>835,956</u>	<u>850,500</u>	<u>14,544</u>
o	500	500	0	<u>Investment Income</u> - investment income revenues are estimated to remain flat for FY 13 based on actuals
o	14,280	0	(14,280)	<u>Miscellaneous Revenue</u> - FY 12 had 27 pay dates compared to 26 pay dates for a normal budget year. The additional pay period occurs every twelfth budget year.
o	0	38,467	38,467	Fund Balance Appropriated - is appropriated into the next fiscal year's budget, and treated as one-time funding for that fiscal year. Funding will be utilized to cover several critical repair/renovation projects at the Emmorton Recreation & Tennis Center facility.

## PARKS & RECREATION SPECIAL REVENUE FUND

### FINANCIAL NOTES:

The \$38,731 net increase in the Parks and Recreation Special Revenue Fund appropriations is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	14,281	0	(14,281) One-time FY 12 funds provided for 27th pay
o	178,202	180,637	2,435 Temporary Salaries - adjusted based on actual expense history
o	65,601	65,053	(548) Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	24,235	21,556	(2,679) Pension/Retirement rate adjustments per Treasury's estimates
o	34,500	17,290	(17,210) Recreation Officials - decrease based on actual expense history (\$5,210) for Emmorton Recreation & Tennis Center and (\$12,000) moved to Temporary Services for Therapeutic Assistants based on Human Resources' recommendation
o	4,820	6,300	1,480 Office Equipment - increase based on actual expense history and upgrade of copier lease at Emmorton Recreation & Tennis Center
o	86,521	88,000	1,479 Building/Custodial Services - increase to implement a new Recycling Program @ \$1,500 at Oakington offset slightly by actual expense history

## PARKS & RECREATION SPECIAL REVENUE FUND

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	13,800	67,350	53,550	County Facility Repair & Renovations - repairs are planned for Emmorton Recreation & Tennis Center to include color-coding tennis courts, replacing exhaust/ventilation fans, main entrance foyer renovation and Plexiglas sidewalls for main entrance of bubble, etc.
o	133,053	136,500	3,447	A number of line items were adjusted based on actual expense history
				FY 12                      FY 13                      Change
				Other Rents & Utilities                      2,496                      3,300                      804
				Electricity                      55,300                      53,300                      (2,000)
				Heating Fuel (Gas)                      39,000                      37,000                      (2,000)
				Other Advertising                      6,000                      8,000                      2,000
				Other Professional Services                      9,500                      10,500                      1,000
				Grounds Maintenance                      17,482                      19,000                      1,518
				Other Supplies & Materials                      2,175                      3,400                      1,225
				County Owned Vehicles                      1,100                      2,000                      900
				<u>133,053</u> <u>136,500</u> <u>3,447</u>
o	300	5,250	4,950	Security Systems - most of increase will be used to replace the security system at Oakington due to repair parts no longer available @\$4,800 and actual expense history at Emmorton Recreation & Tennis Center @\$150
o	144	5,145	5,001	Other - funds will be used for the removal and storage of event tents at Oakington during months of inactivity
o	26,500	27,500	1,000	Equipment - funding provides for annual replacement of chairs, tables, additional sidewalls for tents, 2 new chandeliers for the main tent, replacement of wicker furniture and cushions for the upper and lower porches at Oakington; annual replacement of saws for landscaping crew, a Gator and a portable power washer



***Susquehanna River***

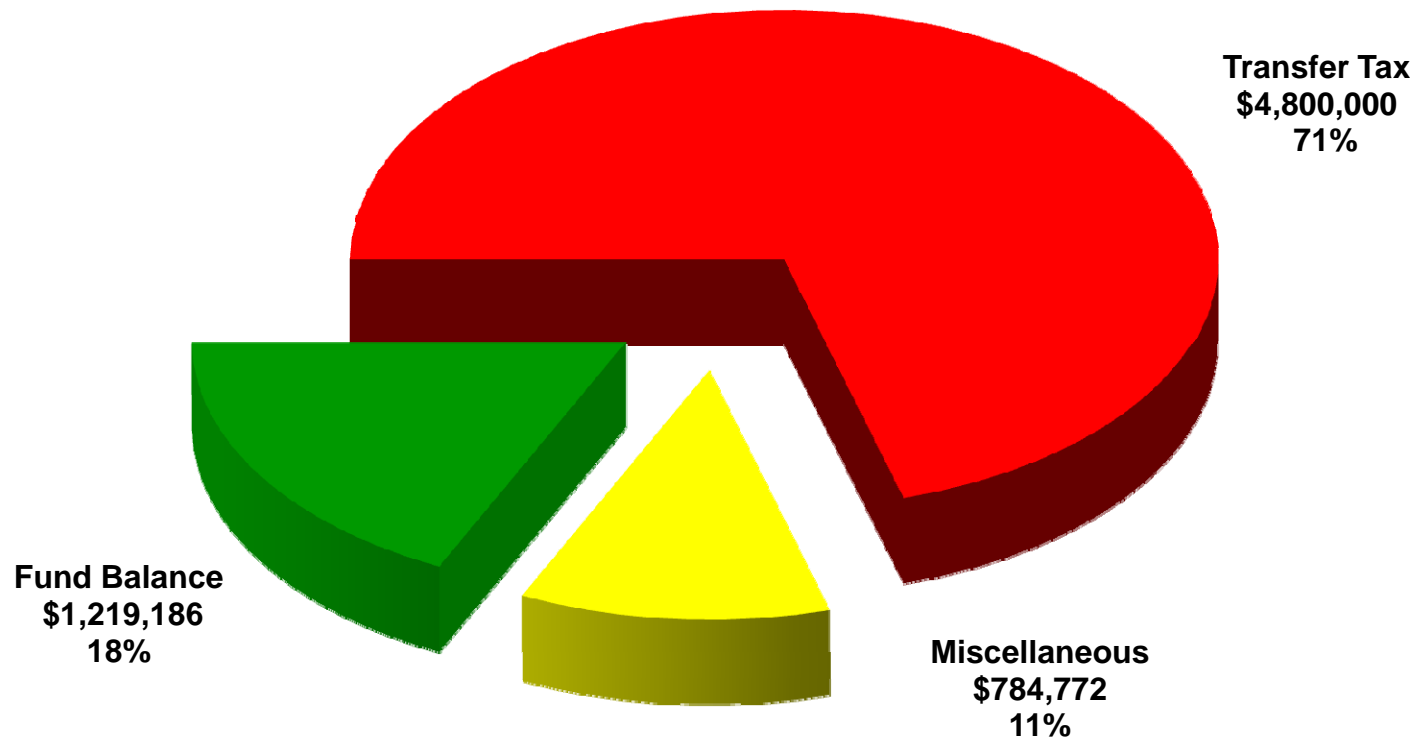
# **COUNTY - AG PRESERVATION**

<p><b>FY 13 APPROVED COUNTY - AG PRESERVATION REVENUE BREAKDOWN</b></p>
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<b>TRANSFER TAX</b>	<b>71%</b>	<b>4,800,000</b>	<b>MISCELLANEOUS</b>	<b>11%</b>	<b>784,772</b>
			Investment Income	767,552	
			Proceeds from Lot Exclusion	17,220	
<b>FUND BALANCE</b>	<b>18%</b>	<b>1,219,186</b>			

<p><b>TOTAL COUNTY - AG PRESERVATION REVENUES</b></p>	<b>6,803,958</b>
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**COUNTY - AG PRESERVATION  
REVENUES**  
**Fiscal Year 2012 - 2013**  
**TOTAL APPROVED BUDGET \$6,803,958**



<p><b>FY 13 APPROVED COUNTY - AG PRESERVATION APPROPRIATIONS BREAKDOWN</b></p>
--

**AG PRESERVATION -  
COUNTY**

**7%**

**479,090**

**DEBT SERVICE**

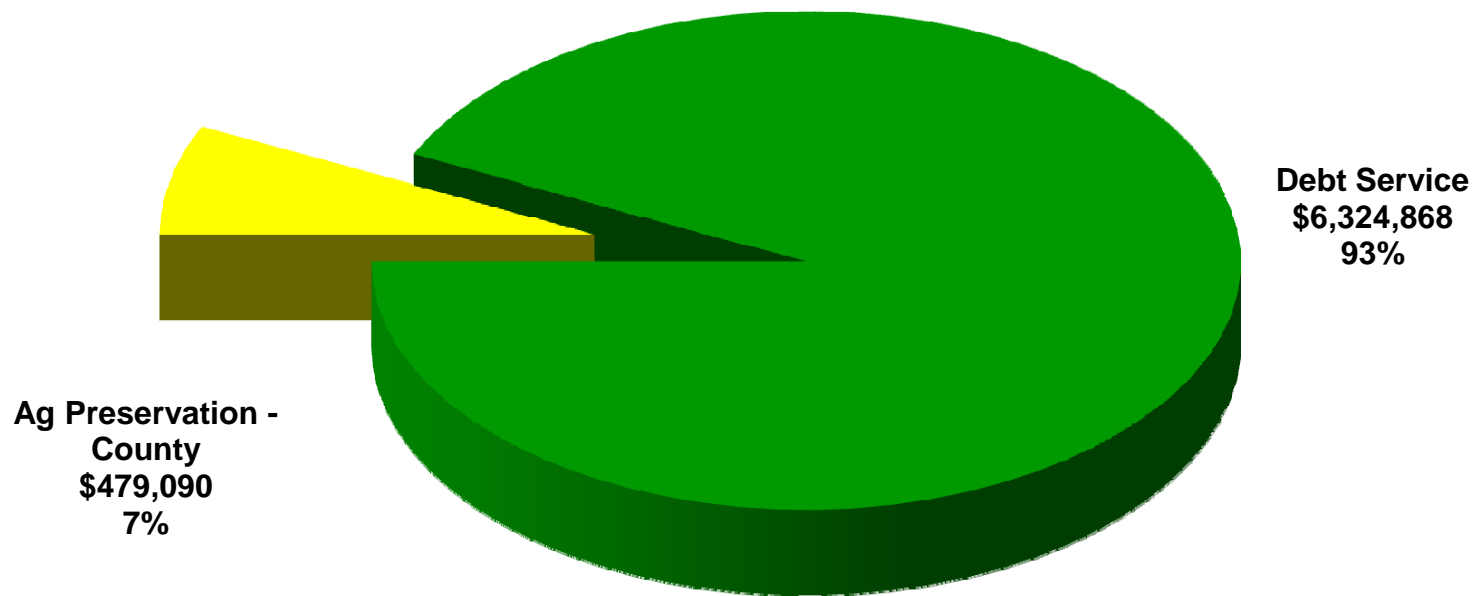
**93%**

**6,324,868**

<p><b>TOTAL COUNTY - AG PRESERVATION APPROPRIATIONS</b></p>
---

**6,803,958**

**COUNTY - AG PRESERVATION  
APPROPRIATIONS  
Fiscal Year 2012 - 2013  
TOTAL APPROVED BUDGET \$6,803,958**



## AGRICULTURAL PRESERVATION - COUNTY

### ORIGIN/PURPOSE:

The Maryland General Assembly enacted House Bill No. 1481, effective July 1, 1992, authorizing the Harford County Council to impose a Transfer Tax. Subsequently the County Council enacted Bill No. 93-3 to add new Article IV, Transfer Tax, to Chapter 123, Finance and Taxation, of the Harford County Code which imposes a 1% Transfer Tax on any instruments of writing that convey title to, or a leasehold interest in, real property, effective July 1, 1993. The proceeds are to be distributed:

50% to the County's Agricultural Land Preservation Program

50% to fund school site acquisition, school construction, or school debt service.

With the approval of a majority of voters, an amendment to Section 524, Indebtedness, of Article V, Budget and Finance, of the Harford County Charter, effective December 3, 1992, was enacted, allowing the County to enter into installment contracts to purchase easements for agricultural land preservation purposes. These purchases are to be primarily funded with a Transfer Tax.

In addition, the County Council, via Bill No. 93-2, enacted that new Article II, Agricultural Land Preservation Program, be added to Chapter 60, Agriculture, of the Harford County Code, effective April 6, 1993, establishing the Harford County Agricultural Land Preservation Program (HALPP) to preserve productive agricultural land and woodland which provides for the continued production of food and fiber for the citizens of the County. The program is administered by the Department of Planning and Zoning and the Harford County Agricultural Advisory Board.

The Harford County Agricultural Land Preservation Program allows land owners to preserve productive farmland for future generations through the use of conservation easements; in addition the land owner receives payment for selling their development rights and/or a tax credit.

All easement purchases are handled through an Installment Purchase Agreement (IPA) between the County and the seller. The agreement includes the total amount of money that the County has agreed to pay, and sets the terms of that agreement, including the fixed interest rate on which the landowner will receive annual payments. IPAs are for 20 years with interest and a small portion of the principal being paid annually. At the end of the term of the IPA, the landowner will receive a lump sum payment constituting the remainder of the principal. This final principal payment is made with the proceeds of a stripped-coupon U.S. Treasury obligation purchased at settlement and held by the County until maturity.

As of June 2012, the County has acquired 46,871 acres of farm land through County and State Agricultural Preservation programs along with donated easements.

## AGRICULTURAL PRESERVATION - COUNTY

### FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	72,495	79,200	79,312	75,415	75,415
20	CONTRACTUAL SERVICES	1,232	7,969	25,000	25,000	25,000
50	CAPITAL OUTLAY	0	0	4,400,000	0	0
60	DEBT SERVICE	4,291,760	4,057,969	4,222,308	6,299,868	6,299,868
70	MISCELLANEOUS	736,680	39,025	51,601	403,675	403,675
	<b>GRAND TOTAL</b>	<b>5,102,167</b>	<b>4,184,163</b>	<b>8,778,221</b>	<b>6,803,958</b>	<b>6,803,958</b>

### **SUMMARY BY DEPARTMENT:**

06	PLANNING & ZONING	809,175	118,225	4,530,913	479,090	479,090
66	DEBT SERVICE	4,292,992	4,065,938	4,247,308	6,324,868	6,324,868
	<b>GRAND TOTAL</b>	<b>5,102,167</b>	<b>4,184,163</b>	<b>8,778,221</b>	<b>6,803,958</b>	<b>6,803,958</b>

### **SUMMARY BY REVENUE SOURCE:**

	TRANSFER TAX	5,549,153	5,620,987	5,600,000	4,800,000	4,800,000
	FUND BALANCE APPROPRIATION	0	0	0	1,219,186	1,219,186
	INVESTMENT INCOME	4,389,123	1,479,954	161,001	767,552	767,552
	MISCELLANEOUS REVENUES	18,927	32,338	3,017,220	17,220	17,220
	<b>GRAND TOTAL</b>	<b>9,957,203</b>	<b>7,133,279</b>	<b>8,778,221</b>	<b>6,803,958</b>	<b>6,803,958</b>

## AGRICULTURAL PRESERVATION - COUNTY

### FINANCIAL NOTES:

FY 13 Approved Budget	\$6,803,958
FY 12 Approved Budget	\$8,778,221
\$ decline	(\$1,974,263)
% decline	(22.49%)

The (\$1,974,263) net decrease in Agricultural Preservation - County Fund revenues is projected to result from:

	FY 12	FY 13	CHANGE	
o	5,600,000	4,800,000	(800,000)	<u>Transfer Tax</u> - FY 13 budget for Transfer Tax is based on actual collections for FY 12.
o	2,220	0	(2,220)	<u>Accrued Payroll</u> - FY 12 had 27 pay period compared to 26 in a normal year. This additional pay period only occurs every twelfth budget year.
o	161,001	767,552	606,551	<u>Investment Income</u> - interest income on investments purchased for the agricultural preservation is projected to be higher in FY 2013, due to more US strip treasures maturing in FY 13.
o	15,000	17,220	2,220	<u>Miscellaneous Revenues</u> - "Proceeds from Lot Exclusions" are proceeds from landowners who have entered into Ag Preservation Program, and who wish to take advantage of the two acre lot exclusion for themselves or their children. Proceeds will be based on the original per acre price paid to the landowner at the time of settlement and collection from previous Fiscal Years.
o	3,000,000	0	(3,000,000)	<u>Proceeds From Installment Loans</u> - For FY 2013, we are not anticipating purchasing additional land easements.
o	0	1,219,186	1,219,186	<u>Fund Balance Appropriated</u> - Excess unappropriated fund balance at the end of the fiscal year is appropriated into the next fiscal year's budget, and treated as one-time funding for that fiscal year.

## AGRICULTURAL PRESERVATION - COUNTY

### FINANCIAL NOTES:

The (\$1,974,263) net decrease in funding for the Agricultural Preservation - County Fund is the result of:

	FY 12	FY 13	CHANGE
o	1,115	1,287	172 Worker's Compensation rate adjustment per Treasury's estimate
o	6,219	4,305	(1,914) Pension/Retirement rate adjustment per Treasury's estimate
o	18,120	18,185	65 Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	2,220	0	(2,220) One-time FY 12 funds provided for 27th pay
o	4,400,000	0	(4,400,000) Agricultural Preservation intangibles - no funding appropriated in anticipation of no land easements being acquired under the County Program
o	1,116,128	2,995,399	1,879,271 Principal Payments
o	3,081,180	3,279,469	198,289 Interest Payments
o	51,601	0	(51,601) Unanticipated Needs - excess funds over the amount anticipated for ag purchases based on estimated revenues.
o	0	403,675	403,675 Agricultural Preservation increase in funding in anticipation of land easements to be acquired under State Program



# **STATE - AG PRESERVATION**

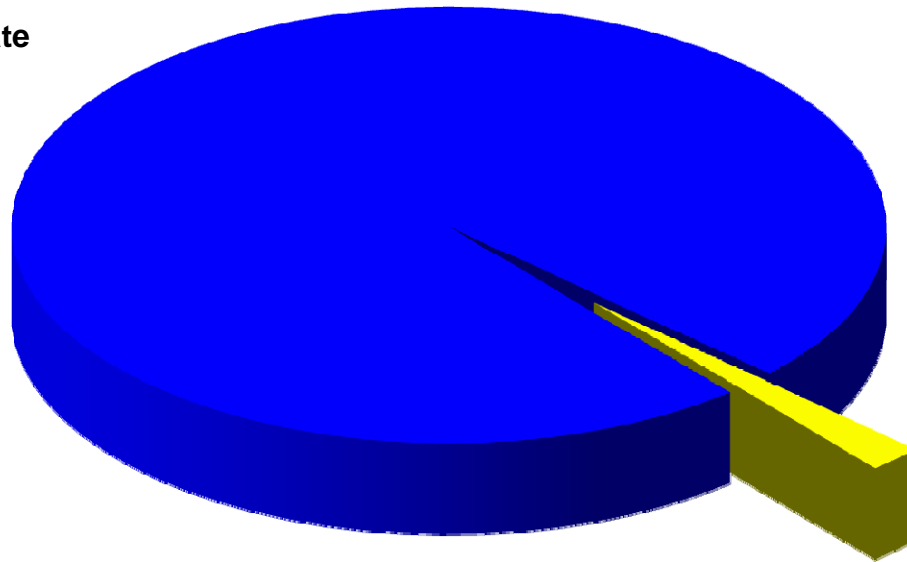
<p><b>FY 13 APPROVED STATE - AG PRESERVATION REVENUE BREAKDOWN</b></p>
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<b>INTERGOVERNMENTAL/STATE</b>	<b>98%</b>	<b>98,000</b>	<b>INVESTMENT INCOME</b>	<b>2%</b>	<b>2,000</b>
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<p><b>TOTAL STATE - AG PRESERVATION REVENUES</b></p>	<b>100,000</b>
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**STATE - AG PRESERVATION  
REVENUES  
Fiscal Year 2012 - 2013  
TOTAL APPROVED BUDGET \$100,000**

**Intergovernmental/State  
\$98,000  
98%**



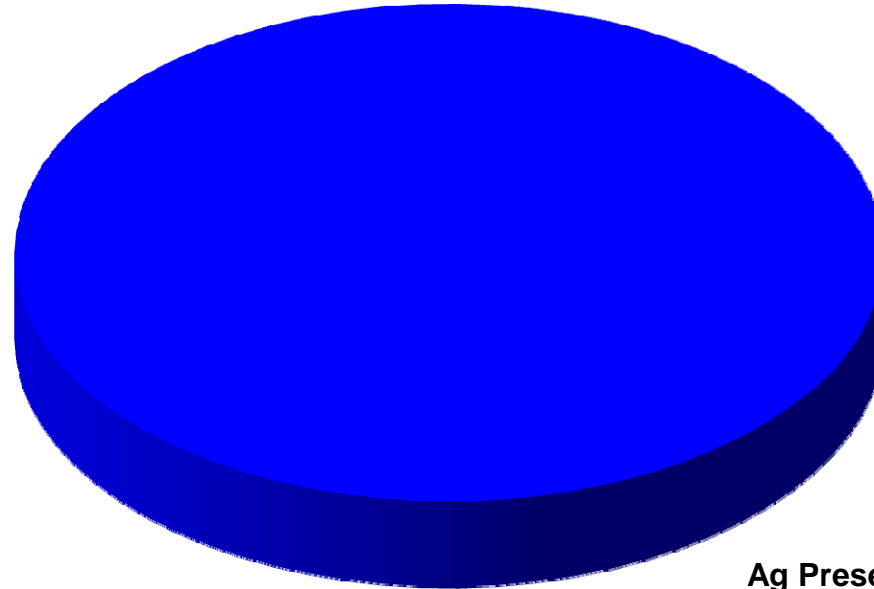
**Investment Income  
\$2,000  
2%**

**FY 13 APPROVED STATE - AG PRESERVATION  
APPROPRIATION BREAKDOWN**

<b>AG PRESERVATION - STATE</b>	<b>100%</b>	<b>100,000</b>
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<b>TOTAL STATE - AG PRESERVATION APPROPRIATIONS</b>	<b>100,000</b>
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**STATE - AG PRESERVATION  
APPROPRIATIONS  
Fiscal Year 2012 - 2013  
TOTAL APPROVED BUDGET \$100,000**



**Ag Preservation - State  
\$100,000  
100%**

## AGRICULTURAL PRESERVATION - STATE

### ORIGIN/PURPOSE:

The Maryland Agricultural Preservation Foundation (MALPF) was created in 1977 by the Maryland General Assembly to preserve productive agricultural land and woodland, via the Purchase of Development Rights (PDR), to provide for the continued production of food and fiber for all citizens of the State. Preservation of farmland was also intended to help curb the random expansion of urban development.

MALPF, along with the Maryland Department of Planning, co-administers the Certification of Local Agricultural Land Preservation Programs. MALPF is mainly funded with:

- o a portion of the State's Property Transfer Tax, which is assessed on all real property transfers
- o local subdivision matching funds for easement purchases
- o a State Agricultural Land Transfer Tax, which is imposed on all transfers of title in agricultural land taken out of production. Local subdivisions are required to collect the revenue generated by this tax; these funds are then shared with the local as follows:
  - ◇ Maryland counties, without Certified Agricultural Land Preservation Programs are required to remit two-thirds of the revenue to MALPF. They retain one-third for agricultural land preservation purposes.
  - ◇ Counties that have a Certified Local Agricultural Land Preservation Program may retain 75% of the Agricultural Transfer Tax collected, for preservation purposes, and are required to remit only 25% to the Foundation.

As of June 2012, the County has acquired 46,871 acres of farmland through County and State Agricultural Preservation Programs along with donated easements.

## AGRICULTURAL PRESERVATION - STATE

### FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	30,000	30,000	30,000	30,000	30,000
20	CONTRACTUAL SERVICES	0	0	500	350	350
30	SUPPLIES AND MATERIALS	61	1,614	1,800	1,650	1,650
40	BUSINESS AND TRAVEL	246	585	550	850	850
70	MISCELLANEOUS	230,023	38,665	84,150	67,150	67,150
	<b>GRAND TOTAL</b>	<b>260,330</b>	<b>70,864</b>	<b>117,000</b>	<b>100,000</b>	<b>100,000</b>
	<b><u>SUMMARY BY DEPARTMENT:</u></b>					
06	PLANNING & ZONING	260,330	70,864	117,000	100,000	100,000
	<b>GRAND TOTAL</b>	<b>260,330</b>	<b>70,864</b>	<b>117,000</b>	<b>100,000</b>	<b>100,000</b>
	<b><u>SUMMARY BY REVENUE SOURCE:</u></b>					
	TRANSFER TAX - STATE	174,615	69,992	115,000	98,000	98,000
	INVESTMENT INCOME	(1,335)	(79)	2,000	2,000	2,000
	<b>GRAND TOTAL</b>	<b>173,280</b>	<b>69,913</b>	<b>117,000</b>	<b>100,000</b>	<b>100,000</b>

## AGRICULTURAL PRESERVATION - STATE

### FINANCIAL NOTES:

FY 13 Approved Budget	\$100,000
FY 12 Approved Budget	\$117,000
\$ decline	(\$17,000)
% decline	(14.53%)

The (\$17,000) net decrease in Agricultural Preservation - State Fund revenues are projected as follows:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	2,000	2,000	0 <u>Investment Income</u> - FY 13 Investment Income is expected to stay the same as last year.
o	115,000	98,000	(17,000) <u>Transfer Tax State</u> - for FY 13, we used average revenue over the last three years which resulted in a (\$17,000) decrease over last year's estimate.

## AGRICULTURAL PRESERVATION - STATE

### FINANCIAL NOTES:

The (\$17,000) net decrease in funding for the Agricultural Preservation - State Fund are appropriated as follows:

	FY 12	FY 13	CHANGE
o	30,000	30,000	0 This revenue is used by the County to offset the salary and benefits of a Planner III, who serves as Harford County's Program Administrator.
o	1,000	1,000	0 Line items were adjusted based on actual expense history or state of the economy:
	FY 12	FY 13	Change
	500	350	(150) Other Professional Services
	0	100	100 General Office Mailing
	500	250	(250) Other Supplies & Materials
	0	300	300 Training Seminars, Courses & Meetings
	<u>1,000</u>	<u>1,000</u>	<u>0</u>
o	84,150	67,150	(17,000) Harford County's match to MALPF for easement purchases the Foundation will make on the County's behalf.

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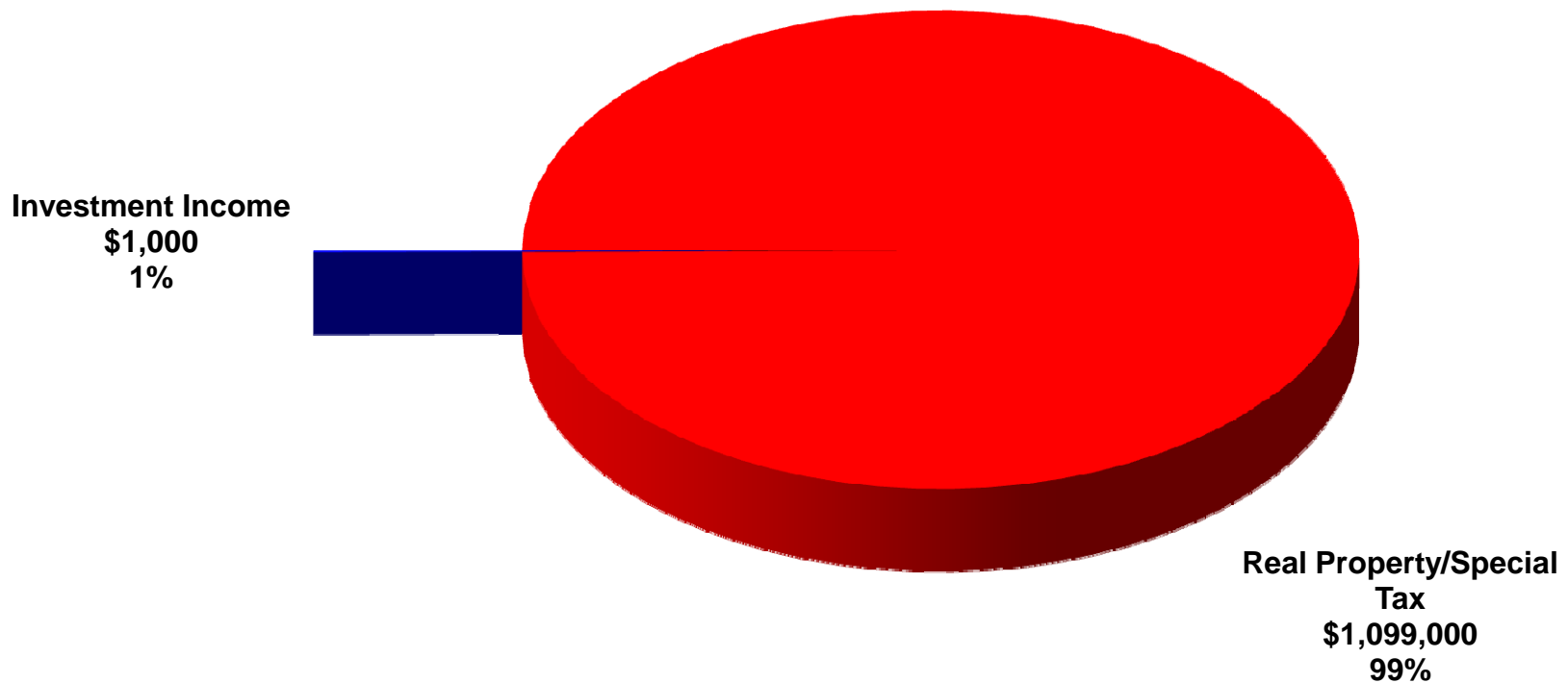
# **TAX INCREMENT FINANCING**

<p><b>FY 13 APPROVED TAX INCREMENT FINANCING REVENUE BREAKDOWN</b></p>
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<b>REAL PROPERTY/SPECIAL TAX</b>	<b>99%</b>	<b>1,099,000</b>	<b>INVESTMENT INCOME</b>	<b>1%</b>	<b>1,000</b>
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<p><b>TOTAL TAX INCREMENT FINANCING REVENUES      1,100,000</b></p>
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**TAX INCREMENT FINANCING  
REVENUES**  
**Fiscal Year 2012 - 2013**  
**TOTAL APPROVED BUDGET \$1,100,000**

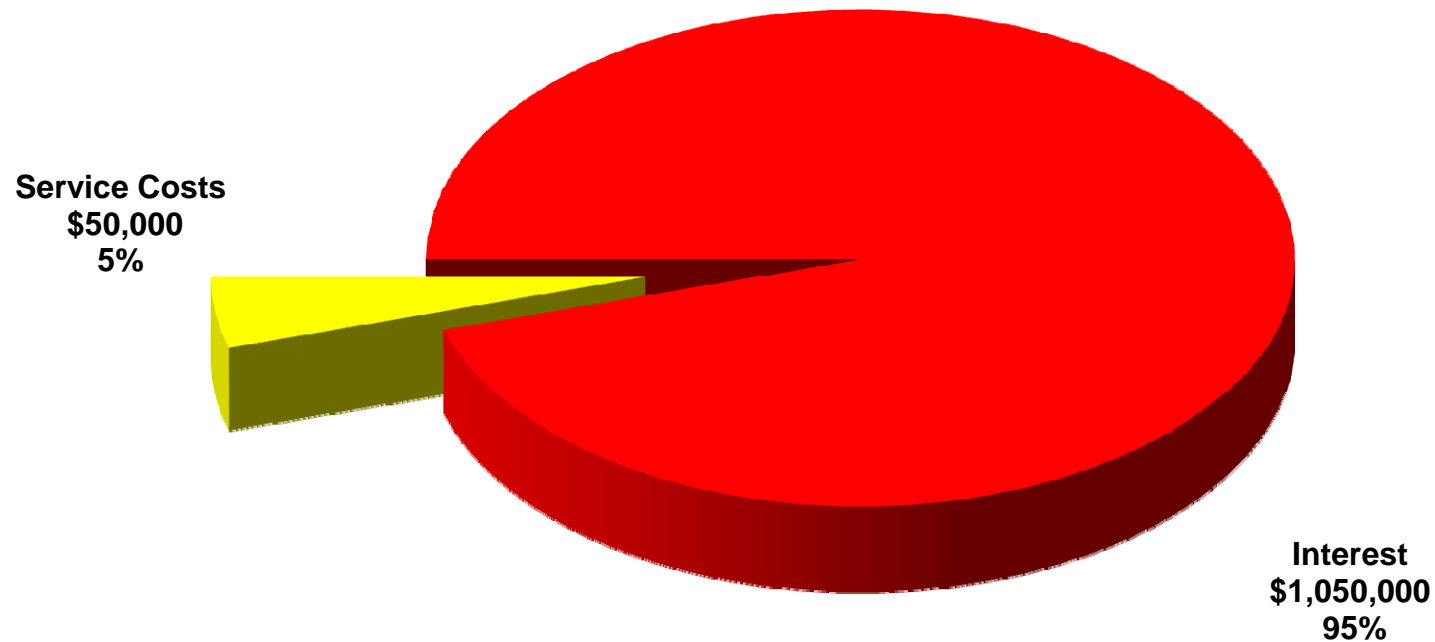


**FY 13 APPROVED TAX INCREMENT FINANCING  
APPROPRIATIONS BREAKDOWN**

<b>SERVICE COSTS</b>	<b>5%</b>	<b>50,000</b>	<b>INTEREST</b>	<b>95%</b>	<b>1,050,000</b>
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<b>TOTAL TAX INCREMENT FINANCING APPROPRIATIONS</b>	<b>1,100,000</b>
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**TAX INCREMENT FINANCING  
APPROPRIATIONS  
Fiscal Year 2012- 2013  
TOTAL APPROVED BUDGET \$1,100,000**



## TAX INCREMENT FINANCING

### ORIGIN/PURPOSE:

The Beechtree Estates Tax Increment Fund and the Beechtree Estates Special Taxes Fund are special funds that were authorized by Bill No. 10 -10. The Bill established both a development district and a special taxing district that are virtually coincident contiguous geographic areas of approximately 300 acres within the designated growth and priority funding areas and are known as Beechtree Estates Development District and the Beechtree Estates Special Taxing District.

The Bill provides that the County may issue not more than \$14,000,000 in special obligation bonds to finance or reimburse the cost of the public improvements benefitting the district. It also pledges the real property taxes collected with respect to the tax increment of properties in the district to payment of the bonds to be issued and also authorizes the imposition of a special tax on properties within the district to the extent the tax increment received is insufficient to pay debt service on the bonds and other allowable costs and expenses.

The bonds shall not be an indebtedness of the County for which the County is obligated to levy or pledge, or has levied or pledged, ad valorem taxes or special taxes of the County other than the real property taxes representing the levy of the tax increment on properties located in the Development District or the Special Taxing District. The bonds shall be a special obligation of the County and will not constitute a general obligation debt of the County of a pledge of the County's full faith and credit or taxing power. The only funds the County will be obligated to use to make payment on the bonds and the cost of issuance will be those that result from real property taxes levied by the County on the tax increment on properties located in the Development District and, if such revenues are or will be insufficient, the Special Tax levied on and collected from property located in the Special Taxing District and any other moneys held under and as provided by the indenture pursuant to which the bonds were issued.

## TAX INCREMENT FINANCING

### FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
60	DEBT SERVICE	0	1,146,834	1,825,000	1,100,000	1,100,000
	<b>GRAND TOTAL</b>	<b>0</b>	<b>1,146,834</b>	<b>1,825,000</b>	<b>1,100,000</b>	<b>1,100,000</b>
	<b><u>SUMMARY BY DEPARTMENT:</u></b>					
66	DEBT SERVICE	0	1,146,834	1,825,000	1,100,000	1,100,000
	<b>GRAND TOTAL</b>	<b>0</b>	<b>1,146,834</b>	<b>1,825,000</b>	<b>1,100,000</b>	<b>1,100,000</b>
	<b><u>SUMMARY BY REVENUE SOURCE:</u></b>					
	REAL PROPERTY/SPECIAL TAX	0	0	0	1,099,000	1,099,000
	FUND BALANCE APPROPRIATION	0	0	1,825,000	0	0
	INVESTMENT INCOME	0	545	0	1,000	1,000
	MISCELLANEOUS	0	4,062,193	0	0	0
	<b>GRAND TOTAL</b>	<b>0</b>	<b>4,062,738</b>	<b>1,825,000</b>	<b>1,100,000</b>	<b>1,100,000</b>

## TAX INCREMENT FINANCING

### FINANCIAL NOTES:

FY 13 Approved Budget                      \$1,100,000

FY 12 Approved Budget                      \$1,825,000

\$ decline    (\$725,000)

% decline    (39.73%)

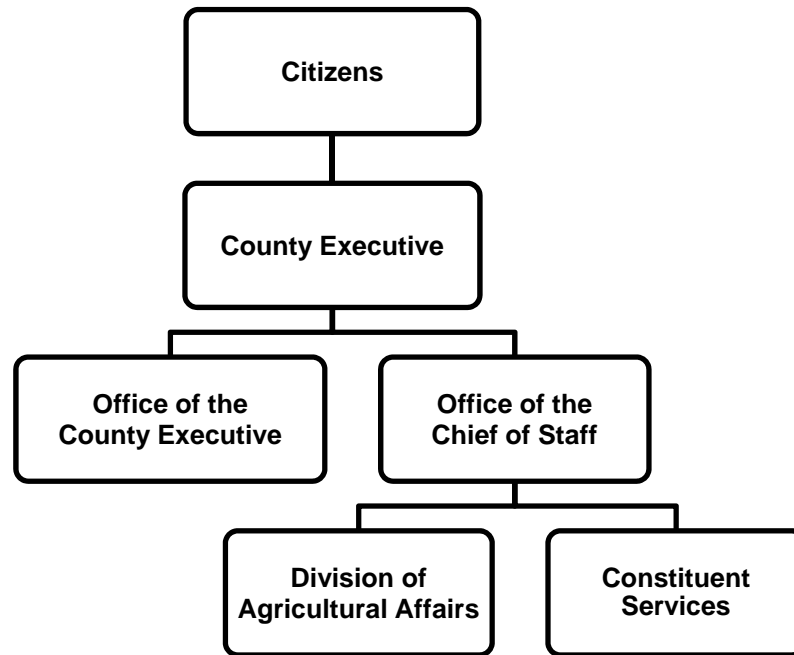
The (\$725,000) net decrease in revenues for Tax Increment Financing is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	1,825,000	0	(1,825,000)	Fund Balance Appropriated - For FY 13, no Fund Balance is necessary due to Real Property/Special Tax revenue being collected this year
o	0	1,099,000	1,099,000	Real Property/Special Tax - FY 13 will be the first year that Harford County will be assessing a Real Property/Special Tax
o	0	1,000	1,000	Investment Income - Accumulated cash balance will result in a small amount of Investment Income revenue in FY 13

The (\$725,000) net decrease in funding for FY 13 is due to the adjusted amounts due on outstanding debt:

o	700,000	0	(700,000)	Principal
o	1,120,000	1,050,000	(70,000)	Interest
o	5,000	50,000	45,000	Service Costs

# OFFICE OF COUNTY EXECUTIVE



## COUNTY EXECUTIVE

### ORIGIN/PURPOSE:

Under Harford County's Charter, Article III, Sections 302 and 303, a County Executive shall be nominated and elected by the qualified voters of the entire County, and be vested all executive power in Harford County by the Constitution and laws of Maryland and the County Charter. The County Executive's duties include, but are not limited to:

- o preparing and submitting to the Council the annual County budget;
- o preparing and submitting to the Council and the public, within four months after the close of the fiscal year, an annual report on the activities and accomplishments of the County government, including a detailed financial statement;
- o providing the Council with any information concerning the Executive Branch which the Council may require for the exercise of its powers;
- o recommending to the Council such measures for legislative action as may be deemed to be in the best interests of the County;
- o insuring that County funds in excess of those required for immediate needs are invested in the best interests of the County;
- o signing or causing to be signed on the County's behalf all deeds, contracts, and other instruments; and
- o seeing that the affairs of the Executive Branch are properly and efficiently administered, and that employees of the Executive Branch faithfully perform their duties.

The County Executive serves for a four year term, with a two consecutive term limit; shall have been a resident and a qualified voter of the County for at least five years immediately preceding election; and at the time of election shall be at least 25 years old. In the event of a temporary absence or disability of the County Executive, the Director of Administration shall perform the duties of the County Executive.

By order of the County Executive of Harford County, Maryland a new Article XXXVIA, heading "Office of Chief of Staff", was added to Chapter 9, of the Harford County Code, as amended, on January 12, 2006. This hereby created the Office of Chief of Staff pursuant to Sections 413 of the Charter of Harford County, Maryland, which shall be in the Executive Branch of the county government.

The Division of Agricultural Affairs was established in FY 08 to facilitate the coordination of all agriculturally related activities in the County, and to advise the County Executive on agricultural related issues.

The Division of Constituent Services was established as a result of Executive Order 10-05 that abolished the Office of Governmental and Community Relations, and transferred the responsibilities of responding to citizen inquiries, complaints, and issues to this new division.

## COUNTY EXECUTIVE

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	784,944	1,091,513	1,198,915	1,168,372	1,168,372
20	CONTRACTUAL SERVICES	225,526	363,904	383,517	275,417	275,417
30	SUPPLIES & MATERIALS	27,688	31,736	47,050	47,050	47,050
40	BUSINESS & TRAVEL	37,236	46,270	71,550	74,250	74,250
50	CAPITAL OUTLAY	640	6,620	0	0	0
70	MISCELLANEOUS	330,521	310,850	378,194	502,400	502,400
80	INTERGOVERNMENTAL/INTERFUND	99	105	2,500	2,500	2,500
	<b>GRAND TOTAL</b>	<b>1,406,654</b>	<b>1,850,998</b>	<b>2,081,726</b>	<b>2,069,989</b>	<b>2,069,989</b>
<b><u>SUMMARY BY FUND:</u></b>						
11	GENERAL	1,406,654	1,850,998	2,081,726	2,069,989	2,069,989
	<b>GRAND TOTAL</b>	<b>1,406,654</b>	<b>1,850,998</b>	<b>2,081,726</b>	<b>2,069,989</b>	<b>2,069,989</b>
<b><u>SUMMARY BY DIVISION:</u></b>						
011000	OFFICE OF THE COUNTY EXECUTIVE	747,239	815,948	906,526	892,098	892,098
013000	OFFICE OF CHIEF OF STAFF	226,119	392,182	445,226	427,231	427,231
014000	DIVISION OF AGRICULTURAL AFFAIRS	433,296	399,178	457,544	373,062	373,062
015000	CONSTITUENT SERVICES	0	243,690	272,430	377,598	377,598
	<b>GRAND TOTAL</b>	<b>1,406,654</b>	<b>1,850,998</b>	<b>2,081,726</b>	<b>2,069,989</b>	<b>2,069,989</b>

## COUNTY EXECUTIVE

### FINANCIAL NOTES:

The (\$11,737) net decrease in funding for County Executive is the result of:

	FY 12	FY 13	CHANGE	
o		34,358	34,358	One (1) position transferred from County Executive Division of Agricultural Affairs to Constituent Services and reclassified to Deputy Chief of Staff:
		# of Positions	Salary	Fringe
		(1.00)	(50,930)	(28,879)
		1.00	82,000	32,167
		<u>0</u>	<u>31,070</u>	<u>3,288</u>
				<u>114,167</u>
				34,358
				Management Assistant I Deputy Chief of Staff
o	36,755	0	(36,755)	One-time FY 12 funds provided for 27th pay
o	102,995	73,341	(29,654)	Pension/Retirement rate adjustments per Treasury's estimates
o	5,690	6,548	858	Workers' Compensation rate adjustments per Treasury's estimates
o	199,320	199,970	650	Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	300,000	130,000	(170,000)	Other Professional Services - decrease due to \$50,000 reallocated to Management Services where funds are being expended and \$123,500 reallocated to grants and contributions for Ag Marketing Coop
o	33,000	88,000	55,000	Management Services - increase result of reallocation of funds from Other Professional Services
o	74,617	84,717	10,100	Line items adjusted based on actual expense history:
		FY 12	FY 13	Change
		2,500	6,000	3,500
		16,300	18,000	1,700
		27,817	30,517	2,700
		3,750	5,250	1,500
		16,750	16,250	(500)
		7,500	8,700	1,200
		<u>74,617</u>	<u>84,717</u>	<u>10,100</u>
				Office Equipment Telephone Service Other Advertising Membership Fees & Dues Lodging Mileage

## COUNTY EXECUTIVE

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE		FY 12	FY 13	Change
o	368,694	492,900	124,206	Grants & Contributions			
				Steppingstone Museum	12,000	12,000	0
				Havre de Grace Decoy Museum	12,000	12,000	0
				Concord Point Lighthouse	12,000	12,000	0
				Chesapeake Heritage Conservancy	12,000	12,000	0
				Havre de Grace Maritime Museum	12,000	12,000	0
				Susquehanna Lockhouse	12,000	12,000	0
				Ladew Gardens	10,000	10,000	0
				Harford County Historical Society	10,000	15,000	5,000
				Historical Society (FY 12 one-time purchase)	4,500	0	(4,500)
				Hosanna School	12,000	12,000	0
				Shock Trauma	10,000	10,000	0
				Maryland Historical Society	3,000	3,000	0
				Center for the Visual & Performing Arts	50,000	50,000	0
				Miscellaneous	34,794	55,000	20,206
				Community Crime/Drug Grants	100,000	100,000	0
				School Beautification	20,000	0	(20,000)
				Young Farmers	2,500	2,500	0
				Wind Energy / Anemometers	2,500	2,500	0
				Ag Challenge Training	5,000	5,000	0
				Ag Marketing Co-Op	0	123,500	123,500
				Commodity Ag Outreach grants	12,900	12,900	0
				Lower Susquehanna Heritage Greenway	12,000	12,000	0
				Forest Conservancy	7,500	7,500	0
					<u>368,694</u>	<u>492,900</u>	<u>124,206</u>

# DEPARTMENT STAFF SUMMARY

## DEPARTMENT: COUNTY EXECUTIVE

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	51,058	0.00	0	0.00	0
Administrative Secretary II	1.00	52,599	1.00	52,599	1.00	52,599
Administrative Secretary III	1.00	68,990	1.00	68,990	1.00	68,990
Administrative Specialist I	2.00	97,800	1.00	53,611	1.00	53,611
Administrative Specialist II	2.00	116,363	2.00	117,627	2.00	117,627
Chief of Staff	1.00	105,664	1.00	110,947	1.00	110,947
County Executive	1.00	102,111	1.00	102,111	1.00	102,111
Deputy Chief of Staff	1.00	81,800	1.00	81,800	2.00	163,800
Management Analyst	1.00	78,332	0.00	0	0.00	0
Management Assistant I	0.00	0	1.00	50,930	0.00	0
Management Assistant II	1.00	75,317	2.00	153,649	2.00	153,649
<b>FULL-TIME SALARIES</b>	12.00	830,034	11.00	792,264	11.00	823,334
<b>SALARY OFFSET</b>		(2,705)		0		0
<b>SALARY TOTAL</b>	<b>12.00</b>	<b>827,329</b>	<b>11.00</b>	<b>792,264</b>	<b>11.00</b>	<b>823,334</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		68,063		102,995		74,100
Workers' Compensation		7,836		5,690		6,635
Health Benefits		189,676		199,320		200,035
FICA		63,498		60,351		62,728
Miscellaneous		1,680		1,540		1,540
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>330,753</b>		<b>369,896</b>		<b>345,038</b>
<b>TOTAL 27TH PAY COSTS</b>		<b>0</b>		<b>36,755</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>12.00</b>	<b>1,158,082 *</b>	<b>11.00</b>	<b>1,198,915</b>	<b>11.00</b>	<b>1,168,372</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: COUNTY EXECUTIVE**

**DIVISION: Office of the County Executive**

**INDEX: 011000**

**ORIGIN/PURPOSE:**

Under Harford County's Charter, Article III, Sections 302 , all executive power in the administration of government is vested in the County Executive. The responsibilities of the office include preparing the Annual County Budget, overall management of County government, recommending legislation to the County Council; and signing all deeds, contracts and other instruments on behalf of the County.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	384,392	399,694	453,332	427,498	427,498
20	CONTRACTUAL SERVICES	55,833	82,411	56,300	66,500	66,500
30	SUPPLIES & MATERIALS	18,788	17,373	22,900	22,900	22,900
40	BUSINESS & TRAVEL	25,755	27,592	38,200	38,700	38,700
50	CAPITAL OUTLAY	0	6,620	0	0	0
70	MISCELLANEOUS	262,471	282,210	335,794	336,500	336,500
80	INTERFUND/INTERGOVERNMENTAL	0	48	0	0	0
	<b>GRAND TOTAL</b>	<b>747,239</b>	<b>815,948</b>	<b>906,526</b>	<b>892,098</b>	<b>892,098</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	<b>747,239</b>	<b>815,498</b>	<b>906,526</b>	<b>892,098</b>	<b>892,098</b>

**DEPARTMENT: COUNTY EXECUTIVE****DIVISION: Office of the County Executive****INDEX: 011000****FINANCIAL NOTES:**

The (\$14,428) net decrease in funding for County Executive - Office of the County Executive is the result of:

	FY 12	FY 13	CHANGE	
o	14,063	0	(14,063)	One-time FY 12 funds provided for 27th pay
o	72,480	72,740	260	Health Benefits adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	39,396	27,274	(12,122)	Pension/Retirement rate adjustments per Treasury's estimates
o	606	697	91	Workers' Compensation rate adjustments per Treasury's estimates
o	33,800	44,000	10,200	Line items adjusted based on actual expense history:
		FY 12	FY 13	Change
		2,500	6,000	3,500
		300	3,000	2,700
		30,000	35,000	5,000
		1,000	0	(1,000)
		<u>33,800</u>	<u>44,000</u>	<u>10,200</u>
				Office Equipment
				Other Advertising
				Management Services
				Office Equipment Service
o	326,294	327,000	706	Grants & Contributions
				FY 12
				FY 13
				Change
				Steppingstone Museum
				12,000
				12,000
				0
				Havre de Grace Decoy Museum
				12,000
				12,000
				0
				Concord Point Lighthouse
				12,000
				12,000
				0
				Chesapeake Heritage Conservancy
				12,000
				12,000
				0
				Havre de Grace Maritime Museum
				12,000
				12,000
				0
				Susquehanna Lockhouse
				10,000
				10,000
				0
				Ladew Gardens
				10,000
				15,000
				5,000
				Harford County Historical Society
				4,500
				0
				(4,500)
				Historical Society (one-time purchase in FY 12)
				12,000
				12,000
				0
				Hosanna School
				10,000
				10,000
				0
				Shock Trauma
				3,000
				3,000
				0
				Maryland Historical Society
				50,000
				50,000
				0
				Center for the Visual & Performing Arts
				34,794
				55,000
				20,206
				Miscellaneous
				100,000
				100,000
				0
				Community Crime/Drug Grants
				20,000
				0
				(20,000)
				School Beautification
				<u>326,294</u>
				<u>327,000</u>
				<u>706</u>

# DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY EXECUTIVE  
DIVISION: OFFICE OF THE COUNTY EXECUTIVE

Index No. 011000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	51,058	0.00	0	0.00	0
Administrative Secretary III	1.00	68,990	1.00	68,990	1.00	68,990
Administrative Specialist I	0.00	0	1.00	53,611	1.00	53,611
County Executive	1.00	102,111	1.00	102,111	1.00	102,111
Management Analyst	1.00	78,332	0.00	0	0.00	0
Management Assistant II	0.00	0	1.00	78,332	1.00	78,332
<b>FULL-TIME SALARIES</b>	4.00	300,491	4.00	303,044	4.00	303,044
<b>SALARY OFFSET</b>		(2,705)		0		0
<b>SALARY TOTAL</b>	<b>4.00</b>	<b>297,786</b>	<b>4.00</b>	<b>303,044</b>	<b>4.00</b>	<b>303,044</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		24,640		39,396		27,274
Workers' Compensation		841		606		697
Health Benefits		63,320		72,480		72,740
FICA		22,988		23,183		23,183
Miscellaneous		560		560		560
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>112,349</b>		<b>136,225</b>		<b>124,454</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>14,063</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>4.00</b>	<b>410,135 *</b>	<b>4.00</b>	<b>453,332</b>	<b>4.00</b>	<b>427,498</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: COUNTY EXECUTIVE**

**DIVISION: Office of Chief of Staff**

**INDEX: 013000**

**ORIGIN/PURPOSE:**

By Order of the County Executive of Harford County, Maryland, a new Article XXXVIA, heading "Office of Chief of Staff", was added to Chapter 9, of the Harford County Code, as amended, on January 12, 2006.

The Office of Chief of Staff shall be responsible for the coordination and oversight of major county initiatives as assigned by the County Executive. The Office shall conduct research, analyze and interpret information, issues, proposals and problems to ensure that appropriate and complete information is provided to the County Executive for decision making and informational purposes. The Office of Chief of Staff may be assigned and shall do and perform such other and related duties as may be assigned to it by the County Executive.

**ALL FUND SUMMARY:**

		<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ORIGINAL BUDGET FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	217,589	318,556	356,626	336,631	336,631
20	CONTRACTUAL SERVICES	2,000	62,539	71,000	72,000	72,000
30	SUPPLIES & MATERIALS	1,074	1,870	5,850	5,850	5,850
40	BUSINESS & TRAVEL	4,793	9,197	11,750	12,750	12,750
50	CAPITAL OUTLAY	640	0	0	0	0
80	INTER-GOVERNMENTAL/INTER-FUND EXP	23	20	0	0	0
<b>GRAND TOTAL</b>		<b>226,119</b>	<b>392,182</b>	<b>445,226</b>	<b>427,231</b>	<b>427,231</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	<b>226,119</b>	<b>392,182</b>	<b>445,226</b>	<b>427,231</b>	<b>427,231</b>

**DEPARTMENT: COUNTY EXECUTIVE**

**DIVISION: Office of Chief of Staff**

**INDEX: 013000**

**FINANCIAL NOTES:**

The (\$17,995) net decrease in funding for County Executive - Office of Chief of Staff is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	11,074	0	(11,074)	One-time FY 12 funds provided for 27th pay
o	31,052	21,498	(9,554)	Pension/Retirement rate adjustments per Treasury's estimates
o	2,841	3,279	438	Workers' Compensation rate adjustments per Treasury's estimates
o	54,360	54,555	195	Health Benefits adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	65,000	65,000	0	Other Professional Services - funds provided for legislative affairs per actual negotiated contract
o	4,500	6,500	2,000	Line items adjusted based on actual expense history:
	FY 12	FY 13	Change	
	3,000	4,000	1,000	Telephone Service
	500	1,000	500	Membership Fees & Dues
	1,000	1,500	500	Training Seminars & Courses
	<u>4,500</u>	<u>6,500</u>	<u>2,000</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY EXECUTIVE  
DIVISION: OFFICE OF CHIEF OF STAFF

Index No. 013000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary II	1.00	52,599	1.00	52,599	1.00	52,599
Chief of Staff	1.00	105,664	1.00	110,947	1.00	110,947
Management Assistant II	1.00	75,317	1.00	75,317	1.00	75,317
<b>SALARY TOTAL</b>	<b>3.00</b>	<b>233,580</b>	<b>3.00</b>	<b>238,863</b>	<b>3.00</b>	<b>238,863</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		19,154		31,052		21,498
Workers' Compensation		3,761		2,841		3,279
Health Benefits		47,490		54,360		54,555
FICA		17,869		18,016		18,016
Miscellaneous		420		420		420
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>88,694</b>		<b>106,689</b>		<b>97,768</b>
<b>TOTAL 27TH PAY COSTS</b>		<b>0</b>		<b>11,074</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>3.00</b>	<b>322,274</b>	<b>3.00</b>	<b>356,626</b>	<b>3.00</b>	<b>336,631</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: COUNTY EXECUTIVE**

**DIVISION: Division of Agricultural Affairs**

**INDEX: 014000**

**ORIGIN/PURPOSE:**

The Division of Agricultural Affairs has been established in order to facilitate the coordination of all agriculturally related activities in the County, and to advise the County Executive on agricultural related issues. This office also serves as the County Executive's liaison to the agricultural community. Based on recommendations made by the Agricultural Economic Advisory Board, the Agricultural Economic Development initiatives previously performed by the Office of Economic Development will be conducted by the Division of Agricultural Affairs. This move has occurred out of recognition that agriculture remains one of the largest economic engines in the County and State. It also signifies the importance Harford County is placing on sustaining and strengthening the County's agricultural industry.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	182,963	193,997	204,827	115,945	115,945
20	CONTRACTUAL SERVICES	167,693	163,290	184,817	65,517	65,517
30	SUPPLIES & MATERIALS	7,826	6,155	9,500	9,500	9,500
40	BUSINESS & TRAVEL	6,688	7,096	16,000	16,200	16,200
70	MISCELLANEOUS	68,050	28,640	42,400	165,900	165,900
80	INTERGOVERNMENTAL/INTERFUND	76	0	0	0	0
<b>GRAND TOTAL</b>		<b>433,296</b>	<b>399,178</b>	<b>457,544</b>	<b>373,062</b>	<b>373,062</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	433,296	399,178	457,544	373,062	373,062

**DEPARTMENT: COUNTY EXECUTIVE****DIVISION: Division of Agricultural Affairs****INDEX: 014000****FINANCIAL NOTES:**

The (\$84,482) net decrease in funding for County Executive - Division of Agricultural Affairs is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o		(79,809)	(79,809)	One (1) position transferred to County Executive - Division of Constituent Services:
				# of Positions      Salary      Fringe      Total
				(1.00)      (50,930)      (28,879)      (79,809)      Management Assistant I
o	6,160	0	(6,160)	One-time FY 12 funds provided for 27th pay
o	2,008	2,302	294	Workers' Compensation rate adjustments per Treasury's estimates
o	17,255	13,983	(3,272)	Pension/Retirement rate adjustments per Treasury's estimates
o	36,240	36,305	65	Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	155,000	35,000	(120,000)	Other Professional Services - funds reallocated to Grants and Contributions for Ag Marketing Co-op
o	2,300	3,000	700	Telephone Service - increase based on actual expense history
o	42,400	165,900	123,500	Grants and Contributions
				FY 12      FY 13      Change
				2,500      2,500      0 Young Farmers
				2,500      2,500      0 Wind Energy/Anemometers
				5,000      5,000      0 Ag Challenge Training
				0      123,500      123,500 Ag Marketing Co-op - grants for emerging technologies benefitting the agricultural community
				12,900      12,900      0 Commodity Ag Outreach grants
				12,000      12,000      0 Lower Susquehanna Heritage Greenway
				7,500      7,500      0 Forest Conservancy
				<u>42,400</u> <u>165,900</u> <u>123,500</u>

# DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY EXECUTIVE  
DIVISION: DIVISION OF AGRICULTURAL AFFAIRS

Index No. 014000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist I	0.00	0	0.00	0	0.00	0
Administrative Specialist II	1.00	48,506	0.00	0	0.00	0
Deputy Chief of Staff	1.00	81,800	1.00	81,800	1.00	81,800
Management Assistant I	0.00	0	1.00	50,930	0.00	0 A
<b>SALARY TOTAL</b>	<b>2.00</b>	<b>130,306</b>	<b>2.00</b>	<b>132,730</b>	<b>1.00</b>	<b>81,800</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		10,685		17,255		7,362
Workers' Compensation		2,770		2,008		2,200
Health Benefits		31,660		36,240		18,185
FICA		9,968		10,154		6,258
Miscellaneous		280		280		140
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>55,363</b>		<b>65,937</b>		<b>34,145</b>
<b>TOTAL 27TH PAY COSTS</b>		<b>0</b>		<b>6,160</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>2.00</b>	<b>185,669 *</b>	<b>2.00</b>	<b>204,827</b>	<b>1.00</b>	<b>115,945</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Management Assistant I position transferred to County Executive - Division of Constituent Services 015000 - #3503

**DEPARTMENT: COUNTY EXECUTIVE**

**DIVISION: Constituent Services**

**INDEX: 015000**

**ORIGIN/PURPOSE:**

This office responds to citizen inquiries, complaints and coordinates responses to citizen issues with either County, State, or Federal agencies. This office also provides representation from the Administration at community events and functions. These duties were previously performed by the Office of Governmental and Community Relations. In an effort to improve efficiency in government Executive Order 10-05 was established to abolish the Office of Governmental and Community Relations and have these functions absorbed by other existing Executive Branch departments.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	0	179,266	184,130	288,298	288,298
20	CONTRACTUAL SERVICES	0	55,664	71,400	71,400	71,400
30	SUPPLIES & MATERIALS	0	6,338	8,800	8,800	8,800
40	BUSINESS & TRAVEL	0	2,385	5,600	6,600	6,600
80	INTERGOVERNMENTAL/INTERFUND	0	37	2,500	2,500	2,500
<b>GRAND TOTAL</b>		<b>0</b>	<b>243,690</b>	<b>272,430</b>	<b>377,598</b>	<b>377,598</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	0	243,690	272,430	377,598	377,598

**DEPARTMENT: COUNTY EXECUTIVE**

**DIVISION: Constituent Services**

**INDEX: 015000**

**FINANCIAL NOTES:**

The \$105,168 net increase in funding for County Executive - Constituent Services is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o		114,167	114,167 One (1) Management Assistant I position transferred from County Executive - Division of Agricultural Affairs and reclassified to Deputy Chief of Staff:
			# of Positions      Salary      Fringe      Total
			1.00      82,000      32,167      114,167
o	5,458	0	(5,458) One-time FY 12 funds provided for 27th pay
o	15,292	10,586	(4,706) Pension/Retirement rate adjustment per Treasury's estimates
o	36,240	36,370	130 Health Benefits adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	70,000	20,000	(50,000) Other Professional Services - funds moved to Management Services
o	0	50,000	50,000 Management Services - funds for outsourcing professional services
o	1,000	2,000	1,000 Mileage - increase based on actuals

# DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY EXECUTIVE  
DIVISION: CONSTITUENT SERVICES

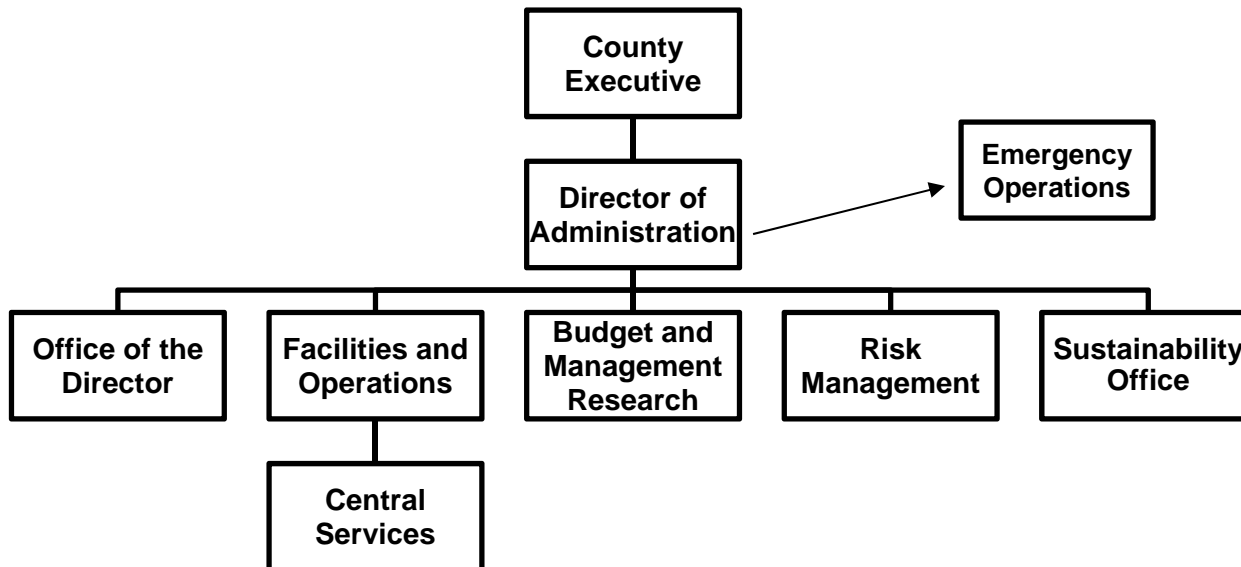
Index No. 015000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Deputy Chief of Staff	0.00	0	0.00	0	1.00	82,000 A
Administrative Specialist I	2.00	97,800	0.00	0	0.00	0
Administrative Specialist II	1.00	67,857	2.00	117,627	2.00	117,627
<b>SALARY TOTAL</b>	<b>3.00</b>	<b>165,657</b>	<b>2.00</b>	<b>117,627</b>	<b>3.00</b>	<b>199,627</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		13,584		15,292		17,966
Workers' Compensation		464		235		459
Health Benefits		47,206		36,240		54,555
FICA		12,673		8,998		15,271
Miscellaneous		420		280		420
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>74,347</b>		<b>61,045</b>		<b>88,671</b>
<b>TOTAL 27TH PAY COSTS</b>		<b>0</b>		<b>5,458</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>3.00</b>	<b>240,004</b>	<b>2.00</b>	<b>184,130</b>	<b>3.00</b>	<b>288,298</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Management Assistant I position transferred from County Executive - Division of Agricultural Affairs 014000 and reclassified to Deputy Chief of Staff - #3503

# ADMINISTRATION



## ADMINISTRATION

### ORIGIN/PURPOSE:

Under Harford County's Charter, Article III, Sections 310 and 312, the County Executive is charged with appointing a Director of Administration, subject to confirmation by the Council. The Director of Administration serves at the pleasure of the County Executive, performs administrative duties and exercises general supervision over the agencies of the Executive Branch as the County Executive directs. In the event of a temporary absence or disability of the County Executive, the Director of Administration shall perform the duties of the County Executive. The Director of Administration also serves as the County's budget officer, and is responsible for causing to be prepared and submitted to the County Executive for approval and submission to the Council all County budgets. The Director of Administration is also charged to study the organization, methods, and procedures of each agency of County government and submit to the County Executive periodic reports on their efficiency and economy. The Director of Administration is the County's Hearing Officer on appeals to the decisions of department heads on the application of County rules and regulations.

The Department of Administration provides support services to all County government departments and agencies. Included under Administration are the division of the Director of Administration, Facilities and Operations, Central Services, Budget and Management Research, Sustainability Office and Risk Management. Each division's supervisor reports to the Director of Administration.

The Division of Emergency Services, though funded as a separate budget, is an additional responsibility of the Director of Administration, who is the liaison between County government and the County's 12 Volunteer Fire Companies.

### MISSION STATEMENT:

THE DEPARTMENT OF ADMINISTRATION PROVIDES MANAGEMENT AND COORDINATION OF THE ACTIVITIES OF COUNTY DEPARTMENTS AND AGENCIES

### FY '12 - '13 KEY GOALS:

- 1 TO UTILIZE BEST PRACTICES TO PROVIDE RESPONSIVE, EFFICIENT, AND EFFECTIVE SERVICE TO CITIZENS, BUSINESSES, AND GOVERNMENT AGENCIES
- 2 TO PROVIDE THE UNDERLYING TECHNOLOGY REQUIRED TO ASSIST COUNTY AGENCIES IN PROVIDING EFFECTIVE SUPPORT TO CITIZENS
- 3 TO IMPLEMENT THE MOST EFFECTIVE PROCEDURES TO CONTROL AND PAY FOR ACCIDENT LOSSES

## ADMINISTRATION

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	7,140,047	6,862,798	4,807,607	4,722,870	4,722,870
20	CONTRACTUAL SERVICES	2,970,825	3,049,377	1,839,571	1,797,806	1,797,806
30	SUPPLIES & MATERIALS	478,322	527,377	498,398	493,523	493,523
40	BUSINESS & TRAVEL	120,632	154,901	121,780	121,580	121,580
50	CAPITAL OUTLAY	32,405	24,167	0	0	0
70	MISCELLANEOUS	57,700	82,800	45,000	45,000	45,000
80	INTER-GOVERNMENTAL/INTERFUND	36,743	39,028	0	500	500
	<b>GRAND TOTAL</b>	<b>10,836,674</b>	<b>10,740,448</b>	<b>7,312,356</b>	<b>7,181,279</b>	<b>7,181,279</b>

<b><u>SUMMARY BY FUND:</u></b>						
11	GENERAL	10,836,674	10,740,448	7,312,356	7,181,279	7,181,279
	<b>GRAND TOTAL</b>	<b>10,836,674</b>	<b>10,740,448</b>	<b>7,312,356</b>	<b>7,181,279</b>	<b>7,181,279</b>

<b><u>SUMMARY BY DIVISION:</u></b>						
021000	DIRECTOR OF ADMINISTRATION	481,438	421,445	441,599	420,405	420,405
021500	SUSTAINABILITY OFFICE	0	0	275,709	257,708	257,708
022000	FACILITIES AND OPERATIONS	4,622,801	4,502,492	3,853,541	3,760,510	3,760,510
023100	CENTRAL SERVICES	580,254	557,855	618,452	594,166	594,166
024000	BUDGET & MANAGEMENT RESEARCH	651,635	599,289	612,732	669,378	669,378
026000	INFORMATION SYSTEMS ADMINISTRATION	918,419	0	0	0	0
027000	COMPUTER SUPPORT CENTER	1,165,926	0	0	0	0
028000	MANAGEMENT INFORMATION SYSTEMS	1,752,539	0	0	0	0
028100	INFORMATION & COMMUNICATION TECH	0	3,921,422	0	0	0
029000	RISK MANAGEMENT	663,662	737,945	1,510,323	1,479,112	1,479,112
	<b>GRAND TOTAL</b>	<b>10,836,674</b>	<b>10,740,448</b>	<b>7,312,356</b>	<b>7,181,279</b>	<b>7,181,279</b>

## ADMINISTRATION

### FINANCIAL NOTES:

The (\$131,077) net decrease in funding for Administration is the result of:

	FY 12	FY 13	CHANGE	
o	2,994,266	3,023,626	29,360	Full-time Salaries
			25,914	Salary adjustments based on the recommendations of the Department of Human Resources
			3,446	Staff Turnover 0.12%
			<u>29,360</u>	
o		91,960	91,960	One (1) position transferred from Community Services - Community Development:
			# of Positions	Salary
			1.00	63,000
				Fringe
				28,960
				Total
				91,960
				Grants Administrator
o		(40,983)	(40,983)	One (1) Full-time position abolished and one (1) part-time position created - Facilities and Operations:
			# of Positions	Salary
			(1.00)	(30,000)
			0.50	11,300
			<u>(0.50)</u>	<u>(18,700)</u>
				Fringe
				(25,250)
				2,967
				<u>14,267</u>
				<u>(40,983)</u>
				FT Custodial Worker II
				PT Custodial Worker II
o	88,554	86,753	(1,801)	Part-time Salaries - turnover of a Custodial Worker
o		36,400	36,400	Temporary Salaries - funds provide for security at the Aberdeen Community Center
o	143,548	0	(143,548)	One-time FY 12 funds provided for 27th pay
o	398,934	284,596	(114,338)	Pension/Retirement rate adjustments per Treasury's estimate
o	49,788	58,119	8,331	Workers' Compensation rate adjustment per Treasury's estimate
o	832,441	879,059	46,618	Health Benefits are adjusted for a 5% cost increase as well as staff opting for changes in level of coverage
o	40,500	38,500	(2,000)	Overtime adjusted based on actual expense history
o	238,156	243,280	5,124	FICA adjustments

## ADMINISTRATION

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE
o	13,500	13,500	0 Management Services - Facilities & Operations for testing facilities for hazardous materials; Risk Management for Defensive Drivers Seminars, Safety Training, RFID, and RMS based on actuals
o	116,667	127,578	10,911 Other Professional Services - Budget - application for GFOA @ \$900; Central Services - funds for NMARC crew to scan County documents @ \$20,000; Facilities & Operations - funds for mosquito spraying @ \$26,800; Director of Administration - management studies @ \$50,000; and Risk Management appraisals @ \$29,878
o	812,798	798,687	(14,111) Line items adjusted, based on actual expense history and state of the economy:
	FY 12	FY 13	Change
	14,000	16,000	2,000 Uniform Rental
	9,300	10,200	900 Office Equipment Service
	203,000	205,000	2,000 Operating Equipment
	124,460	121,049	(3,411) Building/Custodial Services
	16,200	14,800	(1,400) General Office Supplies
	4,000	4,400	400 Safety Equipment
	2,000	2,500	500 Other Supplies & Materials
	147,390	137,090	(10,300) Telephone Service
	5,300	4,800	(500) Non-Targeted FVS
	4,500	3,750	(750) Mileage
	4,100	4,600	500 Training Seminars, Courses & Meetings
	4,000	6,000	2,000 Small Tools
	244,548	243,498	(1,050) General Office Mailing
	30,000	25,000	(5,000) Janitorial Supplies & Equipment
	<u>812,798</u>	<u>798,687</u>	<u>(14,111)</u>
o	66,065	22,000	(44,065) Security Systems - funds reallocated to Temporary Salaries to provide security at the Aberdeen Community Service Center
o	45,000	45,000	0 Grants & Contributions - funds to cover impact fees on nonprofit agency home construction

**DEPARTMENT STAFF SUMMARY**

**DEPARTMENT: ADMINISTRATION**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	78,240	2.00	78,240	2.00	78,240
Administrative Assistant II	3.00	143,440	3.00	145,056	3.00	145,056
Administrative Secretary III	1.00	0	1.00	68,500	1.00	65,000
Administrative Specialist I	0.00	0	1.00	43,031	1.00	39,900
Administrative Specialist II	2.00	116,806	0.00	0	1.00	44,322
Administrator	1.00	64,300	0.00	0	1.00	64,300
Asset Manager	1.00	69,795	1.00	69,795	1.00	69,795
Assistant Supervisor of Custodial Workers	1.00	49,448	1.00	49,448	1.00	49,448
Budget Analyst	2.00	114,595	0.00	0	0.00	0
Building Construction and Repair Supervisor	1.00	52,055	1.00	46,300	1.00	45,661
Central Services Operator	2.00	57,450	1.00	29,950	1.00	29,950
Central Services Specialist	1.00	43,893	0.00	0	0.00	0
Chief of Security	1.00	53,846	1.00	53,846	1.00	53,846
Chief, Budget & Management Research	1.00	105,678	1.00	105,678	1.00	105,678
Chief, Facilities & Operations	1.00	71,400	1.00	71,400	1.00	71,400
Chief, Information Systems Division	1.00	95,000	0.00	0	0.00	0
Claims Adjuster	1.00	51,000	1.00	47,400	1.00	47,400
Claims Clerk	1.00	33,100	0.00	0	0.00	0
Clerk Typist	1.00	35,754	0.00	0	0.00	0
Computer Operator	1.00	37,142	0.00	0	0.00	0
Computer Systems Engineer I	1.00	40,966	0.00	0	0.00	0
Computer Systems Engineer II	4.00	192,028	0.00	0	0.00	0
Computer Systems Engineer III	2.00	118,674	0.00	0	0.00	0
Custodial Worker I	1.00	28,590	1.00	28,590	1.00	28,590
Custodial Worker II	5.00	195,025	5.00	150,076	4.00	122,837
Director of Administration	1.00	134,543	1.00	134,543	1.00	134,543
Grants Administrator	0.00	0	0.00	0	1.00	63,000

# DEPARTMENT STAFF SUMMARY

## DEPARTMENT: ADMINISTRATION

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Mail Room Clerk-Messenger	0.00	0.00	2.00	89,705	2.00	89,705
Maintenance Mechanic I	1.00	46,500	1.00	46,500	1.00	46,500
Maintenance Mechanic II	3.00	135,354	3.00	135,354	3.00	135,354
Maintenance Supervisor	1.00	82,275	1.00	82,275	1.00	82,275
Maintenance Worker II	7.00	288,754	7.00	288,754	7.00	288,754
Management Assistant II	1.00	85,550	3.00	196,209	2.00	138,350
Master Cabinet Maker	1.00	55,796	1.00	55,796	1.00	55,796
Planner III	1.00	57,700	1.00	57,700	0.00	0
Programmer Analyst I	7.00	488,117	1.00	78,543	1.00	78,543
Programmer Analyst II	3.00	275,837	0.00	0	0.00	0
Risk Manager	1.00	88,799	1.00	88,799	1.00	93,239
Safety Officer	1.00	54,572	1.00	56,209	1.00	56,209
Security Supervisor	0.00	0	0.00	0	1.00	42,800
Senior Budget Analyst	2.00	160,951	3.00	222,334	3.00	222,334
Senior Computer Operator	1.00	56,354	0.00	0	0.00	0
Skilled Trade Apprentice	1.00	53,529	1.00	53,529	1.00	40,000
Special Police Officer I	10.00	362,667	10.00	362,667	0.00	0
Special Police Officer II	0.00	0	0.00	0	9.00	333,450
Supervisor of Custodial Workers	1.00	51,851	1.00	51,851	1.00	51,851
Team Leader	0.00	0	1.00	46,088	1.00	42,500
Telecommunications Engineer II	2.00	99,316	0.00	0	0.00	0
Telecommunications Specialist I	1.00	65,788	0.00	0	0.00	0
Web Administrator	1.00	78,543	0.00	0	0.00	0
Web Designer	1.00	57,430	0.00	0	0.00	0
<b>FULL-TIME SALARIES</b>	86.00	4,628,451	60.00	3,034,166	60.00	3,056,626
<b>SALARY OFFSET</b>		(17,877)		(39,900)		0
<b>TOTAL FULL-TIME SALARIES</b>	86.00	4,610,574	60.00	2,994,266	60.00	3,056,626

# DEPARTMENT STAFF SUMMARY

## DEPARTMENT: ADMINISTRATION

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>PART-TIME SALARIES</b>						
Custodial Worker I	1.75	43,781	1.75	44,899	2.25	54,398
Custodial Worker II	2.50	72,743	1.50	43,655	1.50	43,655
<b>TOTAL PART-TIME SALARIES</b>	4.25	116,524	3.25	88,554	3.75	98,053
<b>TEMPORARY SALARIES</b>		0		0		36,400
<b>SALARY TOTAL</b>	<b>90.25</b>	<b>4,727,098</b>	<b>63.25</b>	<b>3,082,820</b>	<b>63.75</b>	<b>3,191,079</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		386,062		398,934		287,383
Workers' Compensation		80,460		49,788		57,815
Health Benefits		995,320		832,441		879,724
Overtime & Shift Differential		71,620		52,820		50,820
FICA		366,749		238,156		246,669
Miscellaneous		25,020		9,100		9,380
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>1,925,231</b>		<b>1,581,239</b>		<b>1,531,791</b>
<b>TOTAL 27TH PAY COST</b>		0		143,548		0
<b>TOTAL PERSONAL SERVICES</b>	<b>90.25</b>	<b>6,652,329 *</b>	<b>63.25</b>	<b>4,807,607</b>	<b>63.75</b>	<b>4,722,870</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: ADMINISTRATION****DIVISION: Director of Administration****INDEX: 021000****ORIGIN/PURPOSE:**

Under Harford County's Charter, Article III, Sections 310 and 312, the County Executive is charged with appointing a Director of Administration, subject to confirmation by the Council. The Director of Administration serves at the pleasure of the County Executive, performs administrative duties and exercises general supervision over the agencies of the Executive Branch as the County Executive directs. In the event of a temporary absence or disability of the County Executive, the Director of Administration shall perform the duties of the County Executive. The Director of Administration also serves as the County's budget officer, and is responsible for causing to be prepared and submitted to the County Executive for approval and submission to the Council all County budgets. The Director of Administration is also charged to study the organization, methods, and procedures of each agency of County government and submit to the County Executive periodic reports on their efficiency and economy. The Director of Administration is the County's Hearing Officer on appeals to the decisions of department heads on the application of County rules and regulations.

The divisions of Facilities and Operations, Central Services, Budget and Management Research, Sustainability Office, and Risk Management provide support services to all County government departments and agencies. Each division's supervisor reports directly to the Director of Administration.

The Division of Emergency Services, though funded as a separate budget, is an additional responsibility of the Director of Administration, who is the liaison between County government and the County's 12 Volunteer Fire Companies and one Ambulance Corps.

**ALL FUND SUMMARY:**

		<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ORIGINAL BUDGET FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	308,763	282,354	289,199	268,005	268,005
20	CONTRACTUAL SERVICES	78,311	42,679	66,550	66,550	66,550
30	SUPPLIES & MATERIALS	9,365	2,898	4,750	4,750	4,750
40	BUSINESS & TRAVEL	35,927	34,134	36,100	36,100	36,100
50	CAPITAL OUTLAY	168	0	0	0	0
70	MISCELLANEOUS	48,720	59,229	45,000	45,000	45,000
80	INTERGOVERNMENTAL/INTERFUND	184	151	0	0	0
	<b>GRAND TOTAL</b>	<b>481,438</b>	<b>421,445</b>	<b>441,599</b>	<b>420,405</b>	<b>420,405</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>481,438</b>	<b>421,445</b>	<b>441,599</b>	<b>420,405</b>	<b>420,405</b>

**DEPARTMENT: ADMINISTRATION**

**DIVISION: Director of Administration**

**INDEX: 021000**

**FINANCIAL NOTES:**

The (\$21,194) net decrease in funding for Administration - Director of Administration is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	203,043	199,543	(3,500) Full-time Salaries (3,500) Staff Turnover <u>(1.72%)</u>
o	9,355	0	(9,355) One-time FY 12 funds provided for 27th pay
o	26,396	17,959	(8,437) Pension/Retirement rate adjustments per Treasury's estimates
o	35,906	36,219	313 Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	13,813	13,545	(268) FICA adjustment
o	45,000	45,000	0 Grants and Contributions provides funding for impact fees on non-profit agency home construction- flatlined based on actual expense history

# DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION  
DIVISION: DIRECTOR OF ADMINISTRATION

Index No. 021000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary III	1.00	0	1.00	68,500	1.00	65,000
Administrative Specialist II	1.00	70,578	0.00	0	0.00	0
Director of Administration	1.00	134,543	1.00	134,543	1.00	134,543
<b>SALARY TOTAL</b>	<b>3.00</b>	<b>205,121</b>	<b>2.00</b>	<b>203,043</b>	<b>2.00</b>	<b>199,543</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		16,145		26,396		17,959
Workers' Compensation		564		406		459
Health Benefits		31,896		35,906		36,219
FICA		13,972		13,813		13,545
Miscellaneous		280		280		280
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>62,857</b>		<b>76,801</b>		<b>68,462</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>9,355</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>3.00</b>	<b>267,978 *</b>	<b>2.00</b>	<b>289,199</b>	<b>2.00</b>	<b>268,005</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: ADMINISTRATION**

**DIVISION: Sustainability Office**

**INDEX: 021500**

**ORIGIN/PURPOSE:**

The Sustainability Office was created by Executive Order 11-03. The Office is administered by the Sustainability Coordinator, who reports directly to the Director of Administration.

The Sustainability Office is responsible for developing partnerships, policies and programs to advocate sustainability in Harford County. The Office will lead by example in supporting the development of ideas into actions that efficiently use and reuse the County's environmental, economic and social resources for current and future generations to reduce operating costs and our environmental footprint while improving our quality of life.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	0	0	246,569	228,568	228,568
20	CONTRACTUAL SERVICES	0	0	890	890	890
30	SUPPLIES & MATERIALS	0	0	22,700	22,400	22,400
40	BUSINESS & TRAVEL	0	0	5,550	5,350	5,350
80	INTERGOVERNMENTAL/INTERFUND	0	0	0	500	500
<b>GRAND TOTAL</b>		<b>0</b>	<b>0</b>	<b>275,709</b>	<b>257,708</b>	<b>257,708</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	0	0	275,709	257,708	257,708

**DEPARTMENT: ADMINISTRATION**

**DIVISION: Sustainability Office**

**INDEX: 021500**

**FINANCIAL NOTES:**

The (\$18,001) net decrease in funding for Administration - Sustainability Office is the result of:

	FY 12	FY 13	CHANGE	
o	158,590	148,522	(10,068)	Full Time Salaries
			(17,959)	Staff Turnover (11.32%)
			7,891	Salary Adjustments per the recommendation of the Department of Human Resources
			<u>(10,068)</u>	
o	7,360	0	(7,360)	One-time FY 12 funds provided for 27th pay
o	20,617	13,367	(7,250)	Pension/Retirement rate adjustments per Treasury's estimates
o	47,133	54,555	7,422	Health Benefits adjusted for anticipated 5% increase and staff opting for changes in level of coverage
o	12,132	11,362	(770)	FICA Adjustments
o	5,150	5,150	0	Line items realigned based on actual expense history:
	FY 12	FY 13	Change	
	1,400	1,300	(100)	General Office Supplies - mailing outreach and marketing materials
	1,000	900	(100)	Printing-Commercial - outreach and marketing materials
	300	200	(100)	General Office Mailing
	800	150	(650)	Mileage
	0	500	500	Fleet Daily Carpool Rental
	450	600	150	Transportation Costs
	1,200	1,500	300	Training Seminars, Courses & Meetings
	<u>5,150</u>	<u>5,150</u>	<u>0</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION  
DIVISION: SUSTAINABILITY OFFICE

Index No. 021500

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist I	0.00	0	1.00	43,031	1.00	39,900 A
Administrative Specialist II	0.00	0	0.00	0	1.00	44,322 B
Administrator	0.00	0	0.00	0	1.00	64,300 C
Management Assistant II	0.00	0	1.00	57,859	0.00	0
Planner III	0.00	0	1.00	57,700	0.00	0
<b>SALARY TOTAL</b>	<b>0.00</b>	<b>0</b>	<b>3.00</b>	<b>158,590</b>	<b>3.00</b>	<b>148,522</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		0		20,617		13,367
Workers' Compensation		0		317		342
Health Benefits		0		47,133		54,555
FICA		0		12,132		11,362
Miscellaneous		0		420		420
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>0</b>		<b>80,619</b>		<b>80,046</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>7,360</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>0.00</b>	<b>0 *</b>	<b>3.00</b>	<b>246,569</b>	<b>3.00</b>	<b>228,568</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Management Assistant II position filled as an Administrative Specialist I - #0174  
B - One (1) Administrative Specialist I position upgraded to an Administrative Specialist II - #0028  
C - One (1) Planner III position reclassified as an Administrator - #1425

## SUSTAINABILITY OFFICE OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To quantify and reduce the greenhouse gas (GHG) emissions from Harford County Government Operations. The reduction strategy and milestones will be based upon the inventories to be conducted.

### **Department Objective**

To conduct a GHG inventory in a three-year interval beginning with 2006 and to develop sustainability strategies to establish GHG reduction goals and performance milestones

### **County Goal(s) Supported**

V. Environmental Stewardship; III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	NA	NA	\$2,500	\$2,500	\$2,500
Full-time staff assigned	NA	NA	1	1	3
<b><u>Output:</u></b>					
Completed GHG Inventory	NA	NA	2006 in process	completed 2006 and 2009	Completed 2012
Development of Reduction Strategy	NA	NA	NA	initiated	reduction goals defined
<b><u>Efficiency:</u></b>					
Conduct baseline (2006) greenhouse gas inventory	NA	NA	initiated	Yes	NA
Conduct 2009 greenhouse gas inventory	NA	NA	NA	Yes	NA
Develop strategies based upon 2006 and 2009 trends to reduce the greenhouse gas emissions	NA	NA	NA	initiated	defined
Prepare for 2012 greenhouse gas inventory	NA	NA	NA	NA	Yes
<b><u>Service Quality:</u></b>					
Has a baseline been established and GHG reduction goals been defined?	NA	NA	NA	initiated	Yes
<b><u>Outcome:</u></b>					
Reduce GHG emissions	NA	NA	NA	10%	15%

### **Explanation and Analysis of Performance Measures**

The goal is to define a GHG baseline data and to utilize this data to devise reduction goals. The GHG reduction goals will be defined within a sustainability strategy. The strategy will establish performance miles to increase efficiency while decreasing GHG emissions.

### **Major Related Plans and Policies**

Environmental Stewardship Initiative, EECBG (Energy Efficiency and Conservation Block Grant) funding, and the Energy and Resource Management Policy, the Green Team support as well as the support of newly dedicated Sustainability Office

## SUSTAINABILITY OFFICE

### OBJECTIVES & PERFORMANCE MEASURES

#### Department Goal

To create a culture of energy and resource efficiency at all levels of government to ensure efficient use and reuse of County resources.

#### Department Objective

To develop and conduct energy and resource efficiency awareness programs, trainings and workshops

#### County Goal(s) Supported

V. Environmental Stewardship; III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$0	\$10,000	\$10,000	\$3,000	\$2,500
Full-time staff assigned	0	1	3	3	3
<b><u>Output:</u></b>					
Number of awareness programs or events	12	13	33	43	50
<b><u>Efficiency:</u></b>					
Green Team/EMSC (# of monthly meetings)	Yes (12)	Yes (12)	12	8 (changed to bimonthly)	6
Environmental Stewardship Webpage	NA	Yes (created)	Maintain and Update	150 views	200 views
Executive Challenge (# of participants)	NA	NA	778	NA	NA
Executive Challenge (# of Dept/Divisions with 100% participation)	NA	NA	72%	NA	NA
Conservation & Stewardship Poster Contest (# of participants)	NA	NA	529	426	475
Green Lunch and Learns (# of L & L)	NA	NA	4	4	4
Facility Energy Coordinator Workshops (# of workshops)	NA	Yes (1)	4	4	4
Employee awareness and educational updates on efficiency and sustainability utilizing e-mails, the Harford County Connections newsletter	Yes (2)	Yes (3)	12	24	30
<b><u>Service Quality:</u></b>					
Has the number of energy and resource conservation awareness programs, trainings, workshops increased?	Yes	Yes	Yes	Yes	Yes
<b><u>Outcome:</u></b>					
What is the percentage of increased awareness?	Unknown	10%	72%	75%	80%

#### Explanation and Analysis of Performance Measures

The goal is to develop a culture of efficiency at the County - a key element in this development is education. The performance measures are based upon the number of programs, events and workshops conducted through the year to increase awareness.

#### Major Related Plans and Policies

Environmental Stewardship Initiative, EECBG (Energy Efficiency and Conservation Block Grant) funding, and the Energy and Resource Management Policy, the Green Team support as well as the support of newly dedicated Sustainability Office.

# SUSTAINABILITY OFFICE

## OBJECTIVES & PERFORMANCE MEASURES

### Department Goal

To assist in the reduction of energy consumption within Harford County Government buildings.

### Department Objective

Further the use of energy efficient products such as, but not limited to programmable thermostats, lighting along with motion sensors to reduce "idle" lighting when work areas, conference rooms, hallways, breakrooms, and bathrooms are vacant.

### County Goal(s) Supported

V. Environmental Stewardship; III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	NA	\$0	\$557,131*	1,536,178**	\$275,843***
Full-time staff assigned	NA	1	3	3	3
<b><u>Output:</u></b>					
Develop energy tracking & monitoring system for buildings	NA	In process	Completed	Expanded	Revised
Establish baseline energy consumption levels		In process	Yes	Yes	Yes
Conduct Energy Audits	NA	NA	0	23	10
Develop energy reduction strategies	NA	In process	in process	in process	Yes
Completed energy reduction projects	unknown	0	6	39	15
<b><u>Efficiency:</u></b>					
Estimated kWh reduction	unknown	NA	233,000	2,830,000****	TBD
<b><u>Service Quality:</u></b>					
Square footage evaluated for efficiency	unknown	NA	103,100	750,000	304,200
<b><u>Outcome:</u></b>					
Estimated Cost Avoidance	Unknown	NA	\$25,630	\$311,300*****	TBD

### Explanation and Analysis of Performance Measures

The goal is to implement changes to the standard operations of buildings maintained by Harford County Government that facilitate efficient uses of our resources which reduce the consumption of energy without adding additional burden on the patrons to monitor usage.

### Major Related Plans and Policies

Energy Audits; Energy Management Policy; Land Use Element Plan

\* This funding is EECBG funds

\*\* This funding amount includes EECBG funds and general operating funds

\*\*\* This funding amount includes EECBG funds, general operating funds and two capital projects

\*\*\*\* The budget 2012 estimated kWh reduction includes 2,597,000 kWhs reduced in FY12 as well as 233,000 kWhs reduced in FY11 (the reduction is cumulative rather than one-time)

\*\*\*\*\* The budget 2012 estimated cost avoidance includes \$285,670 for FY12 as well as \$25,630 for FY11 (the cost avoidance is cumulative rather than one-time)

**DEPARTMENT: ADMINISTRATION****DIVISION: Facilities and Operations****INDEX: 022000****ORIGIN/PURPOSE:**

The Division of Facilities and Operations was created by Executive Order 84-1. The division is administered by the Chief of Facilities and Operations, who is also responsible for the Division of Central Services, and reports to the Director of Administration.

Facilities and Operations is responsible for the maintenance of over 46 County buildings, and is organized into three sections: Mechanical, Repair & Renovation, and Custodial Services. We service all County agencies on a call basis.

**FY '12 - '13 GOAL & OBJECTIVE:**

- 1 TO UTILIZE BEST PRACTICES TO PROVIDE RESPONSIVE, EFFICIENT, AND EFFECTIVE SERVICES TO CITIZENS, BUSINESSES, AND GOVERNMENTAL AGENCIES.
  - o To increase public confidence through cost effective and customer focused services
  - o To provide energy efficient systems that provide good stewardship of those resources
  - o To provide infrastructure that is adequate to develop safe facilities and construction and management plans through County government

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	2,918,668	2,843,531	2,105,943	2,014,012	2,014,012
20	CONTRACTUAL SERVICES	1,431,401	1,399,774	1,496,518	1,498,918	1,498,918
30	SUPPLIES & MATERIALS	181,178	167,328	193,500	190,300	190,300
40	BUSINESS & TRAVEL	54,590	59,459	57,580	57,280	57,280
70	MISCELLANEOUS	8,980	3,571	0	0	0
80	INTERGOVERNMENTAL/INTERFUND	27,984	28,829	0	0	0
	<b>GRAND TOTAL</b>	<b>4,622,801</b>	<b>4,502,492</b>	<b>3,853,541</b>	<b>3,760,510</b>	<b>3,760,510</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>4,622,801</b>	<b>4,502,492</b>	<b>3,853,541</b>	<b>3,760,510</b>	<b>3,760,510</b>

**DEPARTMENT: ADMINISTRATION****DIVISION: Facilities and Operations****INDEX: 022000****FINANCIAL NOTES:**

The (\$93,031) net decrease in funding for Administration - Facilities and Operations is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	1,207,819	1,236,312	28,493	Full Time Salaries:
			28,493	Staff turnover <u>2.36%</u>
o	88,554	86,753	(1,801)	Part Time Salaries - staff turnover of a part-time custodial worker
o		(40,983)	(40,983)	Full-time Custodial Worker II position converted to part-time:
				# of Positions      Salary      Fringe      Total
				(1.00)      (30,000)      (25,250)      (55,250)      Custodial Worker II FT
				0.50      11,300      2,967      14,267      Custodial Worker II PT
				<u>(0.50)</u> <u>(18,700)</u> <u>(22,283)</u> <u>(40,983)</u>
o	166,694	119,006	(47,688)	Pension/Retirement rate adjustments per Treasury's estimates
o	403,229	431,750	28,521	Health Benefits adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	102,410	104,452	2,042	FICA adjustments
o	60,685	0	(60,685)	One-time FY 12 funds provided for 27th pay

**DEPARTMENT: ADMINISTRATION**

**DIVISION: Facilities and Operations**

**INDEX: 022000**

**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE
o	29,752	34,782	5,030 Workers' Compensation rate adjustment per Treasury's estimates
o	30,000	25,000	(5,000) Overtime - decrease based on actual expense history
o	20,889	26,800	5,911 Other Professional Services - funds provide for State mosquito spraying program
o	124,460	121,049	(3,411) Building and Custodial Services - decrease for contractual custodial services at seven locations
o	600	0	(600) Ice & Bottled Water - County no longer funding bottled water
o	36,300	33,400	(2,900) Line items adjusted, based on actual expense history:

FY 12	FY 13	Change	
30,000	25,000	(5,000)	Janitorial Supplies & Equipment
4,000	6,000	2,000	Small Tools
2,000	2,400	400	Safety Equipment
100	0	(100)	Meals
200	0	(200)	Professional Books & Periodicals
<u>36,300</u>	<u>33,400</u>	<u>(2,900)</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION  
DIVISION: FACILITIES AND OPERATIONS

Index No. 022000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	33,100	0.00	0	0.00	0
Administrative Assistant II	1.00	54,186	2.00	102,296	2.00	102,296
Assistant Supervisor of Custodial Workers	1.00	49,448	1.00	49,448	1.00	49,448
Building Construction & Repair Supervisor	1.00	52,055	1.00	46,300	1.00	45,661
Chief of Security	1.00	53,846	0.00	0	0.00	0
Chief, Facilities and Operations	1.00	71,400	1.00	71,400	1.00	71,400
Clerk Typist	1.00	35,754	0.00	0	0.00	0
Custodial Worker I	1.00	28,590	1.00	28,590	1.00	28,590
Custodial Worker II	5.00	195,025	5.00	150,076	4.00	122,837
Maintenance Mechanic I	1.00	46,500	1.00	46,500	1.00	46,500
Maintenance Mechanic II	3.00	135,354	3.00	135,354	3.00	135,354
Maintenance Supervisor	1.00	82,275	1.00	82,275	1.00	82,275
Maintenance Worker II	7.00	288,754	7.00	288,754	7.00	288,754
Management Assistant II	1.00	85,550	1.00	85,550	1.00	85,550
Master Cabinet Maker	1.00	55,796	1.00	55,796	1.00	55,796
Planner III	1.00	57,700	0.00	0	0.00	0
Skilled Trade Apprentice	1.00	53,529	1.00	53,529	1.00	40,000
Special Police Officer I	10.00	362,667	0.00	0	0.00	0
Supervisor of Custodial Workers	1.00	51,851	1.00	51,851	1.00	51,851
<b>FULL-TIME SALARIES</b>	40.00	1,793,380	27.00	1,247,719	26.00	1,206,312
<b>SALARY OFFSET</b>		(17,877)		(39,900)		0 A
<b>TOTAL FULL-TIME SALARIES</b>	40.00	1,775,503	27.00	1,207,819	26.00	1,206,312
<b>PART-TIME SALARIES</b>						
Custodial Worker I	1.75	43,781	1.75	44,899	2.25	54,398 B
Custodial Worker II	2.50	72,743	1.50	43,655	1.50	43,655
<b>TOTAL PART-TIME SALARIES</b>	4.25	116,524	3.25	88,554	3.75	98,053
<b>SALARY TOTAL</b>	<b>44.25</b>	<b>1,892,027</b>	<b>30.25</b>	<b>1,296,373</b>	<b>29.75</b>	<b>1,304,365</b>

# DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION  
DIVISION: FACILITIES AND OPERATIONS

Index No. 022000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		154,262		166,694		116,123
Workers' Compensation		58,755		29,752		34,333
Health Benefits		515,245		403,229		414,230
Overtime & Shift Differential		55,820		42,320		37,320
FICA		150,377		102,410		103,021
Miscellaneous		6,720		4,480		4,620
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>941,179</b>		<b>748,885</b>		<b>709,647</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>60,685</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>44.25</b>	<b>2,833,206 *</b>	<b>30.25</b>	<b>2,105,943</b>	<b>29.75</b>	<b>2,014,012</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - Salary Offset - restoration of funding for a Maintenance Mechanic II position previously unfunded in FY 12 - #0016

B - One (1) full-time Custodial Worker II position reclassified as a part-time Custodial Worker I - #0050

## DEPARTMENT OF ADMINISTRATION - FACILITIES & OPERATIONS

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To improve performance measurement and increase proactive (preventative) maintenance.

#### **Department Objective**

To minimize corrective action on work orders to maximize efficiency on projects to get the most out of funding levels.

#### **County Goal(s) Supported**

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated for repairs	\$215,166	\$225,150	\$218,350	\$193,500	\$190,300
Number of staff	11	11	11	11	11
<b><u>Output:</u></b>					
Number of repair projects	N/A*	2,748	2,209	1,716	1,800
<b><u>Efficiency:</u></b>					
Cost per repair of corrective actions	N/A*	\$188	\$198	\$203	\$188
<b><u>Service Quality:</u></b>					
Percent of completed work orders requiring corrective action	N/A*	5%	6%	7%	5%
<b><u>Outcome:</u></b>					
Percent of work orders completed correctly and on budget.	N/A*	95%	94%	93%	95%

#### **Explanation and Analysis of Performance Measures**

Completion of work orders on a timely and accurate basis is imperative to the efficient function of government services. Preventative maintenance on our facilities will also help to alleviate any interruption of services to our citizens and community.

\*New performance measure therefore data from previous years is unavailable.

## DEPARTMENT OF ADMINISTRATION - FACILITIES & OPERATIONS

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To give Harford County Employees the cleanest work environment in the most efficient manner.

#### **Department Objective**

To improve efficiency in custodial services

#### **County Goal(s) Supported**

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$443,166	\$388,941	\$441,438	\$368,519	\$350,778
Number of staff	12.25	11	12.25	11.25	11.75
<b><u>Output:</u></b>					
Number of square feet maintained	241,827	241,827	241,827	241,827	241,827
<b><u>Efficiency:</u></b>					
Cost per square feet cleaned per Facilities & Ops custodian	\$1,828	\$1,579	\$1,825	\$1,524	\$1,451
<b><u>Outcome:</u></b>					
Percent of customers satisfaction ranking as "very good" or "excellent"	N/A*	80%	92%	100%	95%

#### **Explanation and Analysis of Performance Measures**

They County is striving to provide a clean work environment to employees as well as to all citizens in order to maximize the efficiency of government operations. This is becoming increasingly challenging as the number of staff decrease, and the amount of square feet to be maintained increases.

\*N/A - data from previous years unavailable

**DEPARTMENT: ADMINISTRATION****DIVISION: Central Services****INDEX: 023100****ORIGIN/PURPOSE:**

The Central Services Division of the Department of Administration provides: printing, micrographics and optical filing, UPS and mail services.

Under Executive Order 84-1, the Chief of Facilities and Operations is responsible for this Division.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	171,737	236,542	248,434	225,148	225,148
20	CONTRACTUAL SERVICES	166,309	108,008	125,920	124,920	124,920
30	SUPPLIES & MATERIALS	242,208	213,305	244,098	244,098	244,098
	<b>GRAND TOTAL</b>	<b>580,254</b>	<b>557,855</b>	<b>618,452</b>	<b>594,166</b>	<b>594,166</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>580,254</b>	<b>557,855</b>	<b>618,452</b>	<b>594,166</b>	<b>594,166</b>

**FINANCIAL NOTES:**

The (\$24,286) net decrease in funding for Administration - Central Services is the result of:

	FY 12	FY 13	CHANGE
o	165,743	162,155	(3,588) Full Time Salaries
			(3,588) Staff Turnover
			(2.16%)

**DEPARTMENT: ADMINISTRATION****DIVISION: Central Services****INDEX: 023100****FINANCIAL NOTES:**

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	7,692	0	(7,692) One-time FY 12 funds provided for 27th pay
o	21,547	14,594	(6,953) Pension/Retirement rate adjustments per Treasury's estimates
o	36,865	31,809	(5,056) Health Benefits adjusted for an anticipated 5% cost increase, and staff opting for changes in their level of coverage
o	3,348	3,625	277 Workers' Compensation rate adjustment per Treasury's estimates
o	12,679	12,405	(274) FICA adjustments
o	94,000	85,000	(9,000) Telephone Service - decrease based on actual expense history
o	15,000	20,000	5,000 Other Professional Services - funds provide for NMARC crew to scan County documents
o	9,000	10,000	1,000 Office Equipment Service - funds for maintenance contracts for folder/insertion station and mailing system increase based on actual expense history
o	3,000	5,000	2,000 Operating Equipment - increase based on actual expense history

# DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION

DIVISION: CENTRAL SERVICES

Index No. 023100

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Central Services Operator	2.00	57,450	1.00	29,950	1.00	29,950
Central Services Specialist	1.00	43,893	0.00	0	0.00	0
Mail Room Clerk-Messenger	0.00	0	2.00	89,705	2.00	89,705
Team Leader	0.00	0	1.00	46,088	1.00	42,500
<b>SALARY TOTAL</b>	<b>3.00</b>	<b>101,343</b>	<b>4.00</b>	<b>165,743</b>	<b>4.00</b>	<b>162,155</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		8,310		21,547		14,594
Workers' Compensation		1,574		3,348		3,625
Health Benefits		41,157		36,865		31,809
FICA		7,753		12,679		12,405
Miscellaneous		420		560		560
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>59,214</b>		<b>74,999</b>		<b>62,993</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>7,692</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>3.00</b>	<b>160,557 *</b>	<b>4.00</b>	<b>248,434</b>	<b>4.00</b>	<b>225,148</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: ADMINISTRATION**

**DIVISION: Budget & Management Research**

**INDEX: 024000**

**ORIGIN/PURPOSE:**

This division is administered by the Chief of Budget and Management Research, who reports to the Director of Administration, in accordance with Harford County Charter Section 312 (amended by Bill 82-45) which states, . . . "the Director of Administration shall be the Budget Officer."

It is the responsibility of the Budget Office to clearly set forth a plan for the County to receive and expend funds each fiscal year. To this end, the Office assists in developing and publishing the County's Annual Operating and Capital Budgets and the Six Year Capital Improvement Program. Throughout the year, the staff monitors and projects expenditure patterns, inventories budgeted staffing, approves fund transfers, provides analysis, conducts research and publishes reports for the County Executive, the Administration, and all other operating departments.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	627,442	554,007	579,682	637,828	637,828
20	CONTRACTUAL SERVICES	7,995	8,911	10,550	9,650	9,650
30	SUPPLIES & MATERIALS	15,689	15,988	19,850	19,150	19,150
40	BUSINESS & TRAVEL	503	371	2,650	2,750	2,750
70	MISCELLANEOUS	0	20,000	0	0	0
80	INTERGOVERNMENTAL/INTERFUND	6	12	0	0	0
	<b>GRAND TOTAL</b>	<b>651,635</b>	<b>599,289</b>	<b>612,732</b>	<b>669,378</b>	<b>669,378</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	<b>651,635</b>	<b>599,289</b>	<b>612,732</b>	<b>669,378</b>	<b>669,378</b>

**DEPARTMENT: ADMINISTRATION**

**DIVISION: Budget & Management Research**

**INDEX: 024000**

**FINANCIAL NOTES:**

The \$56,646 net increase in funding for Administration - Budget & Management Research is the result of:

	FY 12	FY 13	CHANGE	
o		91,960	91,960	One (1) position transferred from Community Services - Community Development:
				# of Positions      Salary      Fringe      Total
				1.00      63,000      28,960      91,960      Grants Administrator
o	17,702	0	(17,702)	One-time FY 12 funds provided for 27th pay
o	89,765	90,925	1,160	Health Benefits adjusted for an anticipated 5% cost increase and staff opting for changes in their level of coverage
o	49,506	34,273	(15,233)	Pension/Retirement rate adjustments per Treasury's estimates
o	29,935	29,782	(153)	FICA adjustments
o	10,500	8,500	(2,000)	Overtime adjusted based on actuals
o	900	900	0	Other Professional Services - GFOA Budget Award
o	7,000	5,550	(1,450)	Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 12	FY 13	Change	
	1,500	400	(1,100)	Telephone Service - elimination of 2 Blackberrys
	4,500	4,000	(500)	General Office Supplies
	150	350	200	Fax Service
	350	550	200	Membership Fees & Dues
	250	100	(150)	Computer Supplies
	250	150	(100)	Mileage
	<u>7,000</u>	<u>5,550</u>	<u>(1,450)</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION

DIVISION: BUDGET AND MANAGEMENT RESEARCH

Index No. 024000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist II	1.00	46,228	0.00	0	0.00	0
Budget Analyst	2.00	114,595	0.00	0	0.00	0
Chief, Budget & Management Research	1.00	105,678	1.00	105,678	1.00	105,678
Grants Administrator	0.00	0	0.00	0	1.00	63,000 A
Management Assistant II	0.00	0	1.00	52,800	1.00	52,800
Senior Budget Analyst	2.00	160,951	3.00	222,334	3.00	222,334
<b>SALARY TOTAL</b>	<b>6.00</b>	<b>427,452</b>	<b>5.00</b>	<b>380,812</b>	<b>6.00</b>	<b>443,812</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		35,051		49,506		39,943
Workers' Compensation		1,197		762		1,021
Health Benefits		94,980		89,765		109,110
Overtime		10,500		10,500		8,500
FICA		33,503		29,935		34,602
Miscellaneous		840		700		840
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>176,071</b>		<b>181,168</b>		<b>194,016</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>17,702</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>6.00</b>	<b>603,523 *</b>	<b>5.00</b>	<b>579,682</b>	<b>6.00</b>	<b>637,828</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Grants Administrator position transferred from Community Services - Community Development 095000 - #3362

## BUDGET AND MANAGEMENT RESEARCH OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To utilize best practices to develop a budget that meets the needs of Harford County citizens, leaders, and government agencies.

### **Department Objective**

To gather performance information from all County departments, to accurately compile an annual budget document within 90 days of the budget being passed by the County Council, and to meet or exceed the standards put forward by the Government Finance Officers Association for quality budget presentation.

### **County Goal(s) Supported**

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$812,371	\$651,635	\$599,289	\$612,732	\$669,378
Full-time staff assigned	7	7	6	5	6
<b><u>Output:</u></b>					
Approved Operating Budget (actual/budgeted)	\$614,329,054	\$591,644,680	\$558,188,159	\$608,790,132	\$625,745,860
Approved Capital Budget (budgeted)	\$268,935,543	\$187,628,253	\$124,508,195	\$132,578,017	\$124,197,282
Performance Measures Tracked	74	72	72	73	73
<b><u>Efficiency:</u></b>					
Budget document produced and sent to GFOA within 90 days?	Yes	Yes	Yes	Yes	Yes
<b><u>Service Quality:</u></b>					
Recognized for quality budget presentation?	Yes	Yes	Yes	Yes	Yes
All mandatory requirements by GFOA met?	Yes	Yes	Yes	Yes	Yes
<b><u>Outcome:</u></b>					
Number of outstanding ratings by GFOA reviewers for Distinguished Budget Award	8	7	23	12	15

### **Explanation and Analysis of Performance Measures**

The goal of the Budget and Management Research department is to produce a budget document that is in keeping with the County's strategic goals and that complies with accepted best practices including those developed by the Government Finance Officers Association.

### **Major Related Plans and Policies**

Harford County Budget Manual

**DEPARTMENT: ADMINISTRATION**

**DIVISION: Information Systems Administration**

**INDEX: 026000**

**ORIGIN/PURPOSE:**

The division of Information Systems Administration is under the direction of the Chief of Information Systems, who reports to the Director of Administration, and is responsible for supervision and coordination of the Divisions of Computer Support and Management Information Systems. The division is charged with surveying, revamping and coordinating the County's multi-platform systems.

In FY 11 the Division of Information Systems Administration was combined with all other IT divisions into the Division of Information and Communication Technology.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	542,735	0	0	0	0
20	CONTRACTUAL SERVICES	366,498	0	0	0	0
30	SUPPLIES & MATERIALS	4,926	0	0	0	0
40	BUSINESS & TRAVEL	3,918	0	0	0	0
80	INTERGOVERNMENTAL/INTERFUND	342	0	0	0	0
	<b>GRAND TOTAL</b>	<b>918,419</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	918,419	0	0	0	0

**DEPARTMENT: ADMINISTRATION**

**DIVISION: Computer Support Center**

**INDEX: 027000**

**ORIGIN/PURPOSE:**

The Computer Support Center was created in September, 1985 and is under the purview of the Chief of Information Systems.

Computer Support supports all County government departments and agencies using technology to provide responsive, efficient, and effective services to citizens, businesses, and governmental agencies.

Computer Support provides a full range of support services including: Telecommunications, LAN, WAN, SAN, Internet, Intranet, web presence, e-mail, security, data integrity, disaster recovery, new technology evaluation, technology compatibility, help desk, training, desktops, software, and operating systems.

In FY 11 the Computer Support Center was combined with all other IT divisions into the Division of Information and Communication Technology.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	721,998	0	0	0	0
20	CONTRACTUAL SERVICES	418,891	0	0	0	0
30	SUPPLIES & MATERIALS	15,734	0	0	0	0
40	BUSINESS & TRAVEL	9,259	0	0	0	0
80	INTERGOVERNMENTAL/INTERFUND	44	0	0	0	0
	<b>GRAND TOTAL</b>	<b>1,165,926</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	1,165,926	0	0	0	0

**DEPARTMENT: ADMINISTRATION**

**DIVISION: Management Information Systems**

**INDEX: 028000**

**ORIGIN/PURPOSE:**

The Management Information Systems Division (MIS) was created in 1985 and is under the purview of the Chief of Information Systems.

The primary purposes of MIS are to provide efficient computer application services (both Mainframe and open systems) to all County agencies with a need for those services; the responsibility for management and operation of the County Data Center; plus the design, development and implementation of new computer systems and programs.

In FY 11 the Division of Management Information Systems Administration was combined with all other IT divisions into the Division of Information and Communication Technology.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	1,260,826	0	0	0	0
20	CONTRACTUAL SERVICES	464,268	0	0	0	0
30	SUPPLIES & MATERIALS	5,534	0	0	0	0
40	BUSINESS & TRAVEL	10,684	0	0	0	0
50	CAPITAL OUTLAY	11,184	0	0	0	0
80	INTERGOVERNMENTAL/INTERFUND	43	0	0	0	0
	<b>GRAND TOTAL</b>	<b>1,752,539</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	<b>1,752,539</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**DEPARTMENT: ADMINISTRATION**

**DIVISION: Information and Communication Technology**

**INDEX: 028100**

**ORIGIN/PURPOSE:**

The Division of Information Systems Administration (026000) was originally funded in FY 97 to coordinated the activities of the divisions of Computer Support (027000) and Management Information Systems (028000). In 2009 the County commissioned a study to assess its current IT structure and propose a roadmap to address the County's current and future IT needs. One recommendation was to re-organize resources into a flatter organization structure, charged with establishing and implementing policies and procedures for County-wide IT activities to provide responsive, efficient and effective services to citizens, businesses and governmental agencies. In FY 11 the budget collapsed all IT divisions into the new Division of Information and Communication Technology. In FY 12, this Division was eliminated and by Executive Order, the Office of Information and Communication Technology was created and administered by the Director of Information and Communication Technology, who reports directly to the County Executive.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	0	2,305,518	0	0	0
20	CONTRACTUAL SERVICES	0	1,433,949	0	0	0
30	SUPPLIES & MATERIALS	0	126,262	0	0	0
40	BUSINESS & TRAVEL	0	54,717	0	0	0
80	INTERGOVERNMENTAL/INTERFUND	0	976	0	0	0
<b>GRAND TOTAL</b>		<b>0</b>	<b>3,921,422</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	0	3,921,422	0	0	0

# DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION

DIVISION: INFORMATION AND COMMUNICATION TECHNOLOGY

Index No. 028100

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	46,494	0.00	0	0.00	0
Chief, Information Systems	1.00	95,000	0.00	0	0.00	0
Administrator	1.00	64,300	0.00	0	0.00	0
Computer Operator	1.00	37,142	0.00	0	0.00	0
Computer System Engineer I	1.00	40,966	0.00	0	0.00	0
Computer System Engineer II	4.00	192,028	0.00	0	0.00	0
Computer System Engineer III	2.00	118,674	0.00	0	0.00	0
Programmer Analyst I	6.00	409,574	0.00	0	0.00	0
Programmer Analyst II	3.00	275,837	0.00	0	0.00	0
Senior Computer Operator	1.00	56,354	0.00	0	0.00	0
Telecommunications Engineer II	2.00	99,316	0.00	0	0.00	0
Telecommunications Specialist I	1.00	65,788	0.00	0	0.00	0
Web Administrator	1.00	78,543	0.00	0	0.00	0
Web Designer	1.00	57,430	0.00	0	0.00	0
<b>SALARY TOTAL</b>	<b>26.00</b>	<b>1,637,446</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b> A
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		134,270		0		0
Workers' Compensation		10,805		0		0
Health Benefits		245,930		0		0
FICA		125,670		0		0
Overtime and Shift Differential		5,300		0		0
Miscellaneous		3,640		0		0
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>525,615</b>		<b>0</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>26.00</b>	<b>2,163,061</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>

A - All positions transferred to newly created Department - Office of Information and Communication Technology - #181000

**DEPARTMENT: ADMINISTRATION**

**DIVISION: Risk Management**

**INDEX: 029000**

**ORIGIN/PURPOSE:**

The Risk Management Division, established by Bill No. 88-6 is administered by the County's Risk Manager and is responsible for managing claims pertaining to property and vehicle damage and general liability claims. Working in concert with the Law Department, information is shared concerning County responsibility for accidental occurrences. The self-insurance fund, which is actuarially determined annually, is the monetary source by which all claims are paid. The financial welfare of the County is further protected by the purchase of an excess insurance contract that can be triggered and the financial obligation is then transferred and paid by that entity. The County's real and personal properties are inventoried and reviewed throughout the year by staff members of Risk Management. The purpose of the inventory process is to create a property control effort and to establish a total value of these properties for insurance assessments. These values are reported to various insurance companies so that appropriate levels of coverage can be obtained.

The Safety Officer manages daily loss control efforts in order to make the workplace a safe environment for County employees. The responsibility for their safety also involves the training of personnel, on-site investigations, inspections of worksites and buildings, monitoring environmental air quality and keeping current with OSHA Regulations. The objective of this effort is to persuade employees to take a look at safety procedures and put that process into an effective action.

**FY '12 - '13 GOAL & OBJECTIVE:**

**3 TO IMPLEMENT THE MOST EFFECTIVE PROCEDURES TO CONTROL AND PAY FOR ACCIDENT LOSSES**

- o To manage the various aspects of Risk Management so that County personnel and property are adequately protected. When injury and/or property damage does occur, efficient procedures are in place that allows for proper methods to be performed that reduces the severity of the incident.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	587,878	640,846	1,337,780	1,349,309	1,349,309
20	CONTRACTUAL SERVICES	37,152	56,056	139,143	96,878	96,878
30	SUPPLIES & MATERIALS	3,688	1,596	13,500	12,825	12,825
40	BUSINESS & TRAVEL	5,751	6,220	19,900	20,100	20,100
50	CAPITAL OUTLAY	21,053	24,167	0	0	0
80	INTERGOVERNMENTAL/INTERFUND	8,140	9,060	0	0	0
	<b>GRAND TOTAL</b>	<b>663,662</b>	<b>737,945</b>	<b>1,510,323</b>	<b>1,479,112</b>	<b>1,479,112</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>663,662</b>	<b>737,945</b>	<b>1,510,323</b>	<b>1,479,112</b>	<b>1,479,112</b>

**DEPARTMENT: ADMINISTRATION**

**DIVISION: Risk Management**

**INDEX: 029000**

**FINANCIAL NOTES:**

The (\$31,211) net decrease in funding for Administration - Risk Management is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	878,259	896,282	18,023 Full Time Salaries 18,023 Salary adjustments based on the recommendations of the Department of Human Resources
o	0	36,400	36,400 Temporary Salaries - provide for full-time Security Guard at the Aberdeen Community Center
o	40,754	0	(40,754) One-time FY 12 funds provided for 27th pay
o	114,174	85,397	(28,777) Pension rate adjusted per Treasury's estimate
o	0	5,000	5,000 Overtime - for Security personnel increased per actual expense history
o	15,203	18,035	2,832 Workers' Compensation rate adjusted per Treasury's estimate
o	219,543	233,801	14,258 Health Benefits are adjusted for an anticipated 5% increase, as well as staff opting for changes in level of coverage
o	67,187	71,734	4,547 FICA adjustments

**DEPARTMENT: ADMINISTRATION**

**DIVISION: Risk Management**

**INDEX: 029000**

**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE
o	29,878	29,878	0 Other Professional Services: Computer Sciences Corporation software, which supports in-house claims handling - funds provided for ADPICS, Riskmaster and new law department licenses @ \$24,878 and \$5,000 for Insurance Appraisals
o	25,500	26,900	1,400 Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change
	8,000	7,800	(200) Telephone Service
	4,000	6,000	2,000 Uniform Rental
	3,800	3,000	(800) General Office Supplies
	1,950	1,000	(950) General Office Mailing
	400	1,000	600 Uniform Purchase
	2,000	2,500	500 Other Supplies & Materials
	1,250	750	(500) Non-Targeted Costs
	300	450	150 Meals
	1,100	1,300	200 Lodging
	1,100	1,200	100 Professional Books & Periodicals
	400	600	200 Training Seminars & Courses
	1,200	1,300	100 Membership Fees & Dues
	<u>25,500</u>	<u>26,900</u>	<u>1,400</u>
o	66,065	22,000	(44,065) Security System - reallocated funds to Temporary Salaries to provide Security services at the Aberdeen Community Service Center

# DIVISION STAFF SUMMARY

DEPARTMENT: ADMINISTRATION

DIVISION: RISK MANAGEMENT

Index No. 029000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	45,140	2.00	78,240	2.00	78,240
Administrative Assistant II	1.00	42,760	1.00	42,760	1.00	42,760
Asset Manager	1.00	69,795	1.00	69,795	1.00	69,795
Chief of Security	0.00	0	1.00	53,846	1.00	53,846
Claims Adjuster	1.00	51,000	1.00	47,400	1.00	47,400
Claims Clerk	1.00	33,100	0.00	0	0.00	0
Programmer Analyst I	1.00	78,543	1.00	78,543	1.00	78,543
Risk Manager	1.00	88,799	1.00	88,799	1.00	93,239
Safety Officer	1.00	54,572	1.00	56,209	1.00	56,209
Security Supervisor	0.00	0	0.00	0	1.00	42,800 A
Special Police Officer I	0.00	0	10.00	362,667	0.00	0
Special Police Officer II	0.00	0	0.00	0	9.00	333,450 B
<b>TOTAL FULL-TIME SALARIES</b>	8.00	463,709	19.00	878,259	19.00	896,282
<b>TEMPORARY SALARIES</b>		0		0		36,400 C
<b>SALARY TOTAL</b>	<b>8.00</b>	<b>463,709</b>	<b>19.00</b>	<b>878,259</b>	<b>19.00</b>	<b>932,682</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		38,024		114,174		85,397
Workers' Compensation		7,565		15,203		18,035
Health Benefits		78,112		219,543		233,801
FICA		35,474		67,187		71,734
Overtime		0		0		5,000
Miscellaneous		1,120		2,660		2,660
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>160,295</b>		<b>418,767</b>		<b>416,627</b>
<b>TOTAL 27TH PAY COST</b>		0		40,754		0
<b>TOTAL PERSONAL SERVICES</b>	<b>8.00</b>	<b>624,004 *</b>	<b>19.00</b>	<b>1,337,780</b>	<b>19.00</b>	<b>1,349,309</b>

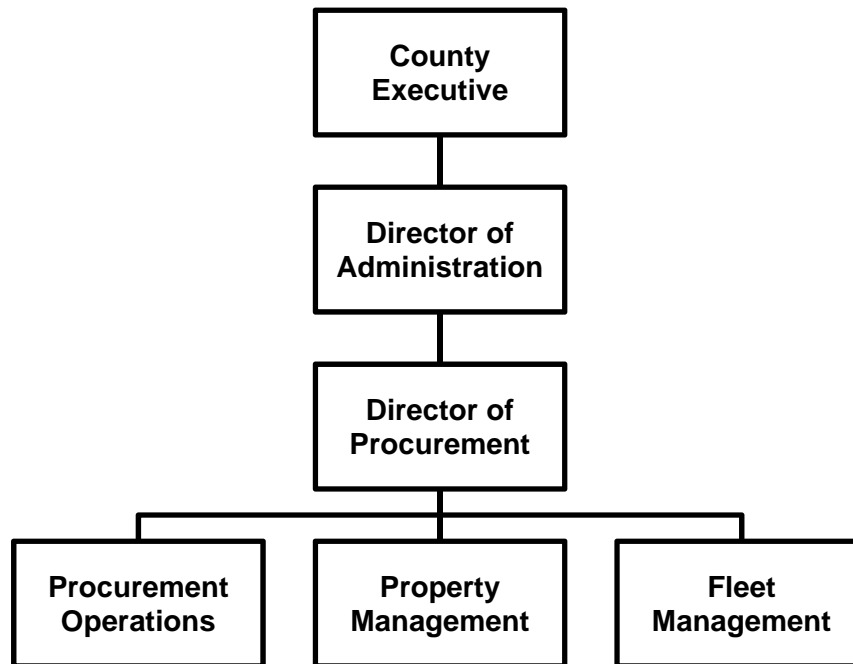
\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Special Police Officer I reclassified to Security Supervisor - #3233

B - Nine (9) Special Police Officer I upgraded to Special Police Officer II - #3234, 3235, 3236, 3432, 3530, 3531, 3532, 3533, 3534

C - Temporary Salaries provide for security at the Aberdeen Community Services Center

# DEPARTMENT OF PROCUREMENT



## PROCUREMENT

### ORIGIN/PURPOSE:

Under Harford County Charter, Article IV, Section 414, the Department of Procurement shall be responsible for purchasing or contracting for supplies and contractual services including capital projects and consultant services; providing for the purchase, sale or lease of real property by the County; and performing such other duties as may be prescribed by the County Executive or legislative act of the Council.

The Department of Procurement is divided into three divisions: Procurement Operations, Property Management and Fleet Management.

Procurement Operations obtains goods and services for the County in a timely, effective, and efficient manner at the lowest possible price consistent with quality.

Property Management is responsible for overseeing property acquisition/disposal, relocation planning and lease management for the County's 400+/- properties.

Fleet Management is charged with the management of all County vehicles, and the fleet maintenance program performed under contract by First Vehicle Services.

### MISSION STATEMENT:

TO PROVIDE AN OPEN, COST EFFECTIVE, AND EFFICIENT PROCUREMENT PROCESS THAT IS RESPONSIVE TO THE NEEDS OF HARFORD COUNTY GOVERNMENT AND THE CITIZENS OF HARFORD COUNTY

### FY '12 - '13 KEY GOAL:

- 1 TO PROVIDE GOODS AND SERVICES TO OTHER COUNTY DEPARTMENTS AT THE BEST POSSIBLE COMBINATION OF PRICE, QUALITY AND TIMELINESS, CONSISTENT WITH PREVAILING ECONOMIC CONDITIONS WHILE MAINTAINING A HIGH STANDARD OF FAIRNESS AND INTEGRITY
- 2 TO PROVIDE COST EFFECTIVE ACQUISITION OF PROPERTY FOR CLIENTS IN A TIMELY MANNER TO INCLUDE COST ESTIMATING AND APPRAISING
- 3 TO PROVIDE COMPREHENSIVE PLANNING FOR FUTURE SPACE UTILIZATION AND LEASING OF PROPERTY
- 4 TO CREATE AND MAINTAIN A CENTRALIZED FILING SYSTEM AND DATABASE TO MANAGE PROJECT PROGRESS
- 5 TO IMPLEMENT POLICES AND PROCEDURES TO PROMOTE INCREASED COMMUNICATION BETWEEN DIVISION AND CLIENTS DURING NEGOTIATIONS
- 6 TO PROCURE EASEMENTS THAT ARE FAIR WITH JUST COMPENSATION GIVEN TO THE PROPERTY OWNERS
- 7 TO IMPLEMENT A DATABASE TO ACCURATELY TRACK THE MANAGEMENT, MAINTENANCE, AND ASSOCIATED COSTS OF THE HARFORD COUNTY FLEET

## PROCUREMENT

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	1,518,931	1,324,884	1,396,826	1,235,818	1,235,818
20	CONTRACTUAL SERVICES	2,515,557	2,600,302	2,979,120	3,314,605	3,314,605
30	SUPPLIES & MATERIALS	2,463,802	3,075,229	3,358,675	3,423,000	3,423,000
40	BUSINESS & TRAVEL	2,852,997	2,807,996	3,188,215	3,159,715	3,159,715
50	CAPITAL OUTLAY	673,871	4,031	0	0	0
80	INTERGOVERNMENTAL / INTERFUND	2,093	1,796	2,850	2,850	2,850
<b>GRAND TOTAL</b>		<b>10,027,251</b>	<b>9,814,238</b>	<b>10,925,686</b>	<b>11,135,988</b>	<b>11,135,988</b>

### **SUMMARY BY FUND:**

11	GENERAL	3,798,048	3,655,279	3,927,660	3,971,268	3,971,268
25	HIGHWAYS	6,229,203	6,158,959	6,998,026	7,164,720	7,164,720
<b>GRAND TOTAL</b>		<b>10,027,251</b>	<b>9,814,238</b>	<b>10,925,686</b>	<b>11,135,988</b>	<b>11,135,988</b>

### **SUMMARY BY DIVISION:**

#### **GENERAL FUND:**

031000	PROCUREMENT OPERATIONS	905,073	842,903	900,380	746,937	746,937
034000	PROPERTY MANAGEMENT	2,892,975	2,812,376	3,027,280	3,224,331	3,224,331

#### **HIGHWAYS FUND:**

032000	FLEET MANAGEMENT	6,229,203	6,158,959	6,998,026	7,164,720	7,164,720
<b>GRAND TOTAL</b>		<b>10,027,251</b>	<b>9,814,238</b>	<b>10,925,686</b>	<b>11,135,988</b>	<b>11,135,988</b>

**STAFF SUMMARY**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>PROCUREMENT - GENERAL FUND</u></b>						
Administrative Assistant I	1.00	40,107	0.00	0	0.00	0
Administrative Assistant II	3.00	133,703	4.00	175,815	4.00	183,882
Administrative Secretary III	1.00	47,400	1.00	47,400	1.00	47,400
Chief, Property Management	1.00	0	1.00	0	1.00	0
Deputy Director of Procurement	1.00	92,003	1.00	92,003	0.00	0
Director of Procurement	1.00	110,933	1.00	110,933	1.00	110,933
Procurement Agent I	1.00	41,513	0.00	0	0.00	0
Procurement Agent II	7.00	275,167	4.00	153,680	4.00	159,800
Procurement Agent III	1.00	52,800	4.00	226,859	4.00	233,202
<b>TOTAL FULL-TIME SALARIES</b>	<b>17.00</b>	<b>793,626</b>	<b>16.00</b>	<b>806,690</b>	<b>15.00</b>	<b>735,217</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>37,424</b>		<b>0</b>
<b>SUB-TOTAL GENERAL FUND SALARIES</b>	<b>17.00</b>	<b>793,626</b>	<b>16.00</b>	<b>844,114</b>	<b>15.00</b>	<b>735,217</b>
<b><u>PROCUREMENT - HIGHWAYS FUND</u></b>						
Administrative Assistant I	1.00	36,683	1.00	36,683	0.00	0
Administrative Assistant II	0.00	0	0.00	0	1.00	37,783
Fleet Manager	1.00	83,773	1.00	83,773	1.00	83,773
<b>TOTAL FULL-TIME SALARIES</b>	<b>2.00</b>	<b>120,456</b>	<b>2.00</b>	<b>120,456</b>	<b>2.00</b>	<b>121,556</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>5,589</b>		<b>0</b>
<b>SUB-TOTAL HIGHWAYS FUND SALARIES</b>	<b>2.00</b>	<b>120,456</b>	<b>2.00</b>	<b>126,045</b>	<b>2.00</b>	<b>121,556</b>
<b><u>OTHER PERSONAL SERVICES</u></b>						
Pension		74,955		120,528		77,109
Workers' Compensation		12,282		8,869		13,700
Health Benefits		152,396		224,360		220,849
FICA		69,671		70,670		65,287
Miscellaneous		2,240		2,240		2,100
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>311,544</b>		<b>426,667</b>		<b>379,045</b>
<b><u>PROCUREMENT - DEPARTMENT TOTALS</u></b>						
<b>TOTAL FULL-TIME SALARIES</b>	<b>19.00</b>	<b>914,082</b>	<b>18.00</b>	<b>927,146</b>	<b>17.00</b>	<b>856,773</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>43,013</b>		<b>0</b>
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>311,544</b>		<b>426,667</b>		<b>379,045</b>
<b>DEPARTMENT SALARY TOTAL</b>	<b>19.00</b>	<b>1,225,626</b>	<b>18.00</b>	<b>1,396,826</b>	<b>17.00</b>	<b>1,235,818</b>

## PROCUREMENT

### GENERAL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	1,348,724	1,137,473	1,211,065	1,058,788	1,058,788
20	CONTRACTUAL SERVICES	2,440,214	2,508,570	2,706,120	2,902,105	2,902,105
30	SUPPLIES & MATERIALS	3,936	5,286	5,000	4,900	4,900
40	BUSINESS & TRAVEL	3,081	2,154	2,625	2,625	2,625
80	INTERGOVERNMENTAL	2,093	1,796	2,850	2,850	2,850
	<b>GRAND TOTAL</b>	<b>3,798,048</b>	<b>3,655,279</b>	<b>3,927,660</b>	<b>3,971,268</b>	<b>3,971,268</b>

### **SUMMARY BY FUND:**

11	GENERAL	3,798,048	3,655,279	3,927,660	3,971,268	3,971,268
	<b>GRAND TOTAL</b>	<b>3,798,048</b>	<b>3,655,279</b>	<b>3,927,660</b>	<b>3,971,268</b>	<b>3,971,268</b>

### **SUMMARY BY DIVISION:**

031000	PROCUREMENT OPERATIONS	905,073	842,903	900,380	746,937	746,937
034000	PROPERTY MANAGEMENT	2,892,975	2,812,376	3,027,280	3,224,331	3,224,331
	<b>GRAND TOTAL</b>	<b>3,798,048</b>	<b>3,655,279</b>	<b>3,927,660</b>	<b>3,971,268</b>	<b>3,971,268</b>

# DEPARTMENT SUMMARY

## DEPARTMENT: PROCUREMENT - GENERAL FUNDS

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	40,107	0.00	0	0.00	0
Administrative Assistant II	3.00	133,703	4.00	175,815	4.00	183,882
Administrative Secretary III	1.00	47,400	1.00	47,400	1.00	47,400
Chief, Property Management	1.00	0	1.00	0	1.00	0
Deputy Director of Procurement	1.00	92,003	1.00	92,003	0.00	0
Director of Procurement	1.00	110,933	1.00	110,933	1.00	110,933
Procurement Agent I	1.00	41,513	0.00	0	0.00	0
Procurement Agent II	7.00	275,167	4.00	153,680	4.00	159,800
Procurement Agent III	1.00	52,800	4.00	226,859	4.00	233,202
<b>SALARY TOTAL</b>	<b>17.00</b>	<b>793,626</b>	<b>16.00</b>	<b>806,690</b>	<b>15.00</b>	<b>735,217</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		65,078		104,869		66,169
Workers' Compensation		9,482		6,844		11,360
Health Benefits		123,975		191,823		188,234
FICA		60,456		61,455		55,988
Miscellaneous		1,960		1,960		1,820
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>260,951</b>		<b>366,951</b>		<b>323,571</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>37,424</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>17.00</b>	<b>1,054,577 *</b>	<b>16.00</b>	<b>1,211,065</b>	<b>15.00</b>	<b>1,058,788</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: PROCUREMENT**

**DIVISION: Procurement Operations**

**INDEX: 031000**

**ORIGIN/PURPOSE:**

The Division performs Procurement's primary function: to obtain goods and services for County departments and agencies in a timely, effective, and efficient manner at the lowest possible price consistent with quality.

Staff members work closely with departments and agencies and are often called upon to assist in negotiations with suppliers.

**FY '12 -'13 GOALS & OBJECTIVES:**

- 1 TO PROVIDE GOODS AND SERVICES TO OTHER COUNTY DEPARTMENTS AT THE BEST POSSIBLE COMBINATION OF PRICE, QUALITY AND TIMELINESS CONSISTENT WITH PREVAILING ECONOMIC CONDITIONS WHILE MAINTAINING A HIGH STANDARD OF FAIRNESS AND INTEGRITY

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	879,145	817,841	875,880	722,937	722,937
20	CONTRACTUAL SERVICES	18,658	18,000	16,550	16,050	16,050
30	SUPPLIES & MATERIALS	3,301	4,328	4,050	4,050	4,050
40	BUSINESS & TRAVEL	2,049	1,091	1,300	1,300	1,300
80	INTERGOVERNMENTAL	1,920	1,643	2,600	2,600	2,600
	<b>GRAND TOTAL</b>	<b>905,073</b>	<b>842,903</b>	<b>900,380</b>	<b>746,937</b>	<b>746,937</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	905,073	842,903	900,380	746,937	746,937

**DEPARTMENT: PROCUREMENT****DIVISION: Procurement Operations****INDEX: 031000****FINANCIAL NOTES:**

The (\$153,443) net decrease in funding for Procurement - Procurement Operations is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	588,764	606,350	17,586	Full Time Salaries
			17,586	Staff Turnover <u>2.99%</u>
o		(117,547)	(117,547)	Position abolished from the division of Procurement Operations:
				# of positions      Salary      Fringes      Total
				(1.00)      (92,003)      (25,544)      (117,547) Deputy Director of Procurement
o	27,311	0	(27,311)	One-time FY 12 funds provided for 27th pay
o	134,895	121,715	(13,180)	Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	76,539	58,252	(18,287)	Pension/Retirement rate adjustments per Treasury's estimates
o	2,187	6,638	4,451	Workers' Compensation rate adjustments per Treasury's estimates
o	44,784	46,129	1,345	FICA adjustments
o	3,500	3,000	(500)	Telephone Service - decrease based on actual expense history
o	7,500	7,500	0	Other Professional Services - Consultant support for electricity bid through Baltimore Regional Cooperative Purchasing Committee

# DIVISION STAFF SUMMARY

DEPARTMENT: PROCUREMENT  
DIVISION: PROCUREMENT OPERATIONS

Index No. 031000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	3.00	133,703	3.00	133,703	3.00	141,770
Administrative Secretary III	1.00	47,400	1.00	47,400	1.00	47,400
Deputy Director of Procurement	1.00	92,003	1.00	92,003	0.00	0 A
Director of Procurement	1.00	110,933	1.00	110,933	1.00	110,933
Procurement Agent I	1.00	41,513	0.00	0	0.00	0
Procurement Agent II	4.00	155,639	3.00	94,800	4.00	159,800 B
Procurement Agent III	0.00	0	2.00	109,925	1.00	54,444
<b>SALARY TOTAL</b>	<b>11.00</b>	<b>581,191</b>	<b>11.00</b>	<b>588,764</b>	<b>10.00</b>	<b>514,347</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		47,658		76,539		46,291
Workers' Compensation		3,155		2,187		6,454
Health Benefits		96,278		134,895		115,494
FICA		44,205		44,784		39,091
Miscellaneous		1,400		1,400		1,260
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>192,696</b>		<b>259,805</b>		<b>208,590</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>27,311</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>11.00</b>	<b>773,887 *</b>	<b>11.00</b>	<b>875,880</b>	<b>10.00</b>	<b>722,937</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Deputy Director of Procurement position transferred to Highways Maintenance and reclassified as a Laborer - #0105

B - One (1) vacant Procurement Agent III position filled as a Procurement Agent II - #0100

One (1) vacant Procurement Agent II position unfunded for FY 13 @ (\$48,000) - #0106

## PROCUREMENT - PROCUREMENT OPERATIONS OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide goods and services to other County departments at the best possible combination of price, quality and timeliness consistent with prevailing economic conditions while maintaining a high standard of fairness and integrity.

### **Department Objective**

To improve efficiency by increasing the number of cooperative purchases without compromising quality.

### **County Goal(s) Supported**

III. Efficient County Government

Measure	Actual 2009*	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	N/A	\$879,145	\$817,841	\$872,380	\$722,937
Number of staff	N/A	10	10	9	9
<b><u>Output:</u></b>					
Number of Procurement Card Purchases	N/A	195	5,674	9,394	10,000
Number of Purchase Orders	N/A	12,015	9,346	7,290	6,000
<b><u>Efficiency:</u></b>					
Administrative Costs for Procurement Card Purchases	N/A	\$13,845	\$402,854	\$666,974	\$710,000
Administrative Costs for Purchase Orders	N/A	\$3,172,240	\$934,500	\$729,000	\$600,000
<b><u>Service Quality:</u></b>					
Completion time for Procurement Card Transactions	N/A	2 days	2 days	2 days	2 days
Completion time for Purchase Orders	N/A	14 days	14 days	14 days	14 days
<b><u>Outcome:</u></b>					
Percent of Procurement Card Purchases	N/A	1.60%	38%	56%	62%
Dollars saved through Procurement Card Purchases	N/A	\$60,255	\$164,546	\$272,426	\$290,000

### **Explanation and Analysis of Performance Measures**

The Procurement department has initiated Procurement Card purchases to achieve economies of scale and administrative savings. Procurement card purchases can be readily monitored for more transparency. The use of Procurement cards generates more local spending.

Note: reduced Administrative costs for Purchase Orders from \$380 to \$100 per actual usage

### **Major Related Plans and Policies**

Financial Planning Policy / Strategic Planning Policy

\*New performance measure therefore data was not available for 2009

**DEPARTMENT: PROCUREMENT**

**DIVISION: Property Management**

**INDEX: 034000**

**ORIGIN/PURPOSE:**

Under Harford County Charter, Article IV, Section 414, the Department of Procurement, Division of Property Management shall be responsible for the purchase, sale or lease of real property by the County; and performing such other duties as may be prescribed by the County Executive or legislative act of the Council.

The division of Property Management is responsible for property acquisition, capital project review, plat approval, title work, deed and real property document preparation, property appraisals, contract negotiations with property owners, condemnation, surplus property, relocation planning and lease management for the County's 547 +/- properties.

**FY '12 - '13 GOALS:**

- 2 TO PROVIDE COST EFFECTIVE ACQUISITION OF PROPERTY FOR CLIENTS IN A TIMELY MANNER TO INCLUDE COST ESTIMATING AND APPRAISING
- 3 TO PROVIDE COMPREHENSIVE PLANNING FOR FUTURE SPACE UTILIZATION AND LEASING OF PROPERTY
- 4 TO CREATE AND MAINTAIN A CENTRALIZED FILING SYSTEM AND DATABASE TO MANAGE PROJECT PROGRESS
- 5 TO IMPLEMENT POLICES AND PROCEDURES TO PROMOTE INCREASED COMMUNICATION BETWEEN DIVISION AND CLIENTS DURING NEGOTIATIONS
- 6 TO PROCURE EASEMENTS THAT ARE FAIR WITH JUST COMPENSATION GIVEN TO THE PROPERTY OWNERS

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	469,579	319,632	335,185	335,851	335,851
20	CONTRACTUAL SERVICES	2,421,556	2,490,570	2,689,570	2,886,055	2,886,055
30	SUPPLIES & MATERIALS	635	958	950	850	850
40	BUSINESS & TRAVEL	1,032	1,063	1,325	1,325	1,325
80	INTERGOVERNMENTAL	173	153	250	250	250
	<b>GRAND TOTAL</b>	<b><u>2,892,975</u></b>	<b><u>2,812,376</u></b>	<b><u>3,027,280</u></b>	<b><u>3,224,331</u></b>	<b><u>3,224,331</u></b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b><u>2,892,975</u></b>	<b><u>2,812,376</u></b>	<b><u>3,027,280</u></b>	<b><u>3,224,331</u></b>	<b><u>3,224,331</u></b>

**DEPARTMENT: PROCUREMENT**

**DIVISION: Property Management**

**INDEX: 034000**

**FINANCIAL NOTES:**

The \$197,051 net increase in funding for Procurement - Property Management is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	217,926	220,870	2,944	Full Time Salaries 2,944 Salary adjustments based on the recommendations of the Department of Human Resources
o	10,113	0	(10,113)	One-time FY 12 funds provided for 27th pay
o	56,928	72,740	15,812	Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	28,330	19,878	(8,452)	Pension/Retirement rate adjustments per Treasury's estimates
o	4,657	4,906	249	Workers' Compensation rate adjustments per Treasury's estimates
o	16,671	16,897	226	FICA adjustments
o	2,484,640	2,638,525	153,885	Space & Real Estate Rental - increase based on actual cost of leases per Lease Coordinator, \$50,000 for 212 S. Bond Street for renovations/repairs needed to bring employees back into the building and \$4,500 for temporary rooftop site license at St. Margaret's church
o	153,000	160,000	7,000	Electricity - based on actual expense history

**DEPARTMENT: PROCUREMENT**

**DIVISION: Property Management**

**INDEX: 034000**

**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	45,300	65,800	20,500	Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change	
	9,500	13,000	3,500	Heating Fuel (Gas)
	500	700	200	Telephone Service
	100	0	(100)	Fax Service
	35,000	52,000	17,000	Building/Custodial Service
	200	100	(100)	General Office Mailing
	<u>45,300</u>	<u>65,800</u>	<u>20,500</u>	
o	0	15,000	15,000	Other Professional Services - funding for appraisals

# DIVISION STAFF SUMMARY

DEPARTMENT: PROCUREMENT  
DIVISION: PROPERTY MANAGEMENT

Index No. 034000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	40,107	0.00	0	0.00	0
Administrative Assistant II	0.00	0	1.00	42,112	1.00	42,112
Chief, Property Management	1.00	0	1.00	0	1.00	0 A
Procurement Agent II	3.00	119,528	1.00	58,880	0.00	0
Procurement Agent III	1.00	52,800	2.00	116,934	3.00	178,758 B
<b>SALARY TOTAL</b>	<b>6.00</b>	<b>212,435</b>	<b>5.00</b>	<b>217,926</b>	<b>5.00</b>	<b>220,870</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		17,420		28,330		19,878
Workers' Compensation		6,327		4,657		4,906
Health Benefits		27,697		56,928		72,740
FICA		16,251		16,671		16,897
Miscellaneous		560		560		560
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>68,255</b>		<b>107,146</b>		<b>114,981</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>10,113</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>6.00</b>	<b>280,690 *</b>	<b>5.00</b>	<b>335,185</b>	<b>5.00</b>	<b>335,851</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Chief, Property Management position unfunded @ (\$68,000) for FY 13 - # 1377

B - One (1) Procurement Agent II upgraded to a Procurement Agent III - #2149

## PROCUREMENT - PROPERTY MANAGEMENT OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide cost effective acquisition of property for clients in a timely manner to include cost estimating and appraising

### **Department Objective**

To acquire, lease, and utilize real property in a fair and cost effective manner to promote increased public confidence and quality of life.  
To improve customer service to clients by performing more effectively and efficiently while adhering to local, state and federal guidelines.

### **County Goal(s) Supported**

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$553,568	\$469,579	\$319,632	\$335,185	\$335,851
Number of staff	7	5	4	4	4
<b><u>Output:</u></b>					
Number of Real Property actions	86	270	280	258	270
<b><u>Efficiency:</u></b>					
Cost per Real Property action	\$6,437.00	\$1,739.00	\$1,141.55	\$1,299.16	\$1,243.89
<b><u>Service Quality:</u></b>					
Average percent rated by Clients	68%	70%	92%	93%	95%
<b><u>Outcome:</u></b>					
Cost per action	\$3,961.00	(\$4,697.82)	(\$597.45)	\$157.61	(\$55.27)

### **Explanation and Analysis of Performance Measures**

The Division of Property Management over the last two years has decreased staff significantly, however the volume of projects has continued to increase. The Division of Property Management also shows an overall increase in quality of service as rated by the Division's clients.

### **Major Related Plans and Policies**

Financial Planning Policy  
Strategic Planning  
Capital Improvement Budget Policies

**DEPARTMENT: PROCUREMENT**

**DIVISION: Fleet Management**

**INDEX: 032000**

**ORIGIN/PURPOSE:**

This division will be responsible for the maintenance and disposition of the County's motor fleet along with the County's motor fuel dispensing operations.

**FY '12 - '13 GOAL & OBJECTIVE:**

7 TO IMPLEMENT A DATABASE TO ACCURATELY TRACK THE MANAGEMENT, MAINTENANCE, AND ASSOCIATED COSTS OF THE HARFORD COUNTY FLEET

- o To increase/maintain high efficiency standards and fleet availability while decreasing maintenance costs by 5%

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	170,207	187,411	185,761	177,030	177,030
20	CONTRACTUAL SERVICES	75,343	91,732	273,000	412,500	412,500
30	SUPPLIES & MATERIALS	2,459,866	3,069,943	3,353,675	3,418,100	3,418,100
40	BUSINESS & TRAVEL	2,849,916	2,805,842	3,185,590	3,157,090	3,157,090
50	CAPITAL OUTLAY	673,871	4,031	0	0	0
	<b>GRAND TOTAL</b>	<b>6,229,203</b>	<b>6,158,959</b>	<b>6,998,026</b>	<b>7,164,720</b>	<b>7,164,720</b>
<b><u>FUNDING SOURCE:</u></b>						
25	HIGHWAYS	6,229,203	6,158,959	6,998,026	7,164,720	7,164,720

**DEPARTMENT: PROCUREMENT****DIVISION: Fleet Management****INDEX: 032000****FINANCIAL NOTES:**

The \$166,694 net increase in funding for Procurement - Fleet Management is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	120,456	121,556	1,100	Full Time Salaries 1,100 Salary adjustments based on the recommendations of the Department of Human Resources
o	5,589	0	(5,589)	One-time FY 12 funds provided for 27th pay
o	15,659	10,940	(4,719)	Pension/Retirement rate adjustments per Treasury's estimates
o	2,025	2,340	315	Workers' Compensation rate adjustments per Treasury's estimates
o	50,000	175,000	125,000	Vehicle & Operating Equipment - funding for short term rental of equipment for other Departments, funded under Fleet Management for better control
o	150,000	150,000	0	Other Professional Services - MES agreement for fuel tank maintenance
o	0	15,000	15,000	Data Processing Software-Maintenance - Seat Licensing Fee for Fleet software for tracking and reporting fleet operations' maintenance support, funding moved from Computer Software
o	15,000	0	(15,000)	Computer Software - funding moved to Data Processing Software-Maintenance
o	1,058,600	1,028,500	(30,100)	Line items significantly adjusted, based on actual expense history:

<b>FY 12</b>	<b>FY 13</b>	<b>Change</b>	
8,200	8,000	(200)	Telephone Service
200	0	(200)	Fax Service
1,050,000	1,020,000	(30,000)	Non-Targeted Charges FVS
200	500	300	Parking and Tolls
<u>1,058,600</u>	<u>1,028,500</u>	<u>(30,100)</u>	

**DEPARTMENT: PROCUREMENT**

**DIVISION: Fleet Management**

**INDEX: 032000**

**FINANCIAL NOTES:**

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	700	0	(700)	Ice & Bottled Water - no longer using water service due to perk test showing water is potable
o	1,236,000	1,276,000	40,000	Diesel Fuel - increase based on usage trends and cost projections
o	2,100,000	2,140,000	40,000	Gasoline - increase based on usage trends and cost projections
o	4,800	6,000	1,200	Fuel Charges - increase due to road use tax increase

# DIVISION STAFF SUMMARY

DEPARTMENT: PROCUREMENT  
DIVISION: FLEET MANAGEMENT

Index No. 032000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	36,683	1.00	36,683	0.00	0
Administrative Assistant II	0.00	0	0.00	0	1.00	37,783 A
Fleet Manager	1.00	83,773	1.00	83,773	1.00	83,773
<b>SALARY TOTAL</b>	<b>2.00</b>	<b>120,456</b>	<b>2.00</b>	<b>120,456</b>	<b>2.00</b>	<b>121,556</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		9,877		15,659		10,940
Workers' Compensation		2,800		2,025		2,340
Health Benefits		28,421		32,537		32,615
FICA		9,215		9,215		9,299
Miscellaneous		280		280		280
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>50,593</b>		<b>59,716</b>		<b>55,474</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>5,589</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>2.00</b>	<b>171,049 *</b>	<b>2.00</b>	<b>185,761</b>	<b>2.00</b>	<b>177,030</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Assistant I upgraded to an Administrative Assistant II - #3295

## PROCUREMENT - FLEET MANAGEMENT OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To implement a database to accurately track the management, maintenance, and associated costs of the Harford County fleet

### **Department Objective**

To increase / maintain high efficiency standards and fleet availability while decreasing maintenance costs by 5%.

### **County Goal(s) Supported**

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated*	3,017,289	2,849,916	3,225,000	\$3,185,590	\$3,157,090
Number of Staff	2	2	2	2	2
*Target & Non-Targeted Charges					
<b><u>Output:</u></b>					
Number of vehicles maintained	1,077	1,096	1,133	1,120	1,120
<b><u>Efficiency:</u></b>					
Budgeted maintenance cost per vehicle/equipment	\$2,802	\$2,961	\$2,846	\$2,844	\$2,818
<b><u>Service Quality:</u></b>					
Percent of agency responses rating satisfactory or higher	98.93%	98.60%	98.70%	95%	95%
<b><u>Outcome:</u></b>					
Actual maintenance cost per vehicle/equipment	\$2,783	\$2,600	\$2,476	\$2,714	\$2,799
Percent saved over budgeted amount	1%	14%	14.9%	5%	6%

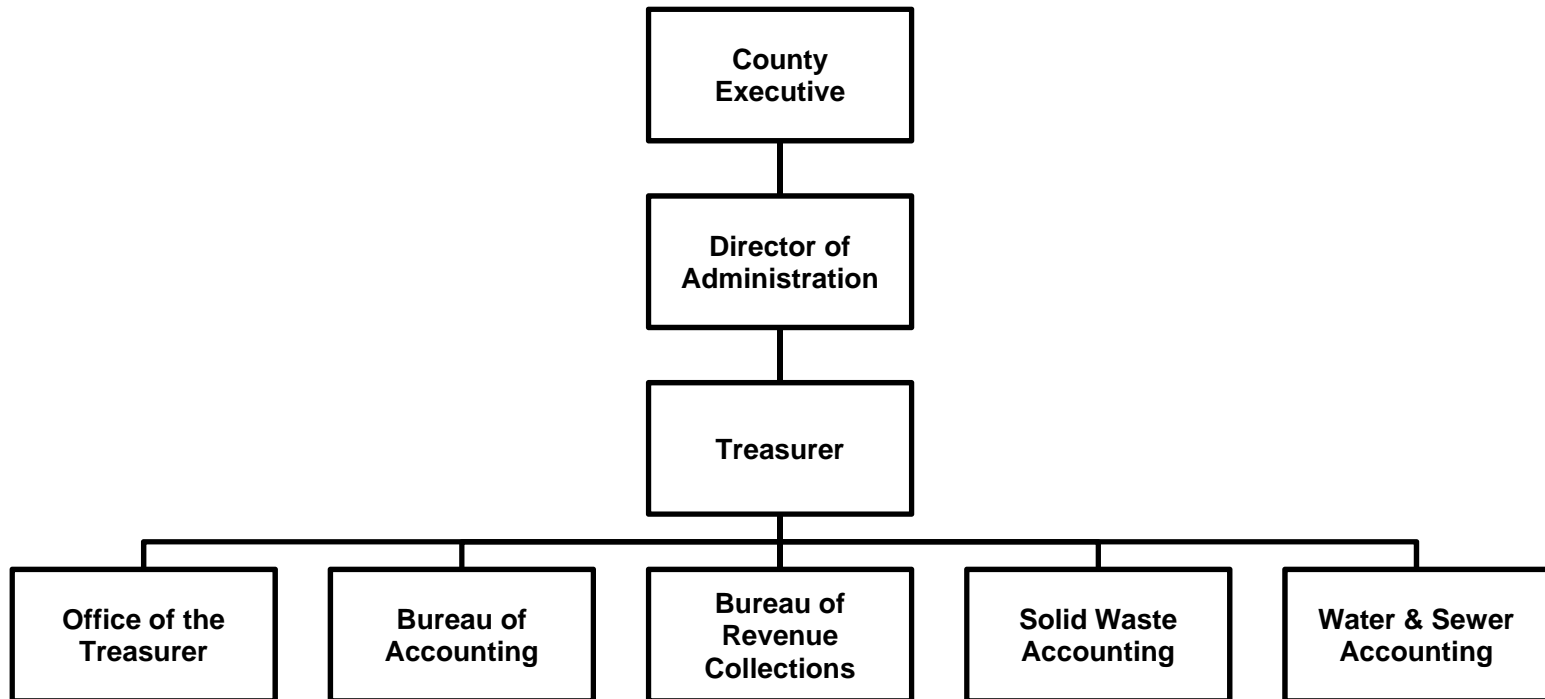
### **Explanation and Analysis of Performance Measures**

The Fleet Management Division of the Department of Procurement is dedicated to improving the efficiency of the Fleet Maintenance Program.

### **Major Related Plans and Policies**

Financial Planning Policy

# DEPARTMENT OF THE TREASURY



## TREASURY

### ORIGIN/PURPOSE:

The Department of Treasury, pursuant to Chapter 16, Article III, Section 13 of the Harford County Code, administers oversight responsibility of all County funds and securities, maintains records, and provides financial assistance and information to other County Government departments and agencies. To achieve these mandated responsibilities, the department has been organized under Executive Order 84-1, amended by Executive Orders 85-1 and 91-4 into the following components:

The Office of the Treasurer administers and coordinates all activities of the department and debt management.

The Bureau of Accounting manages County disbursements, receivables, payroll, general accounting, capital budget, and all grant accounting.

The Bureau of Revenue Collections collects all monies due and is the first stop in the recordation process.

Additionally, the Department of Treasury maintains oversight responsibility for water and sewer accounting functions, solid waste accounting, preparation of an annual report, and investment and application of County monies.

In fulfilling these responsibilities, the Department will serve the public by continually improving the quality of our services and performing in a manner warranting the highest degree of confidence in our integrity, efficiency, and fairness.

### MISSION STATEMENT:

ESTABLISH DEPARTMENTAL PROCESSES AND ORGANIZATIONAL RESOURCES WHICH WILL PROVIDE EFFICIENT AND RESPONSIVE FINANCIAL SERVICES TO OUR CUSTOMERS

### FY '12 - '13 KEY GOAL:

- 1 TO PROVIDE TECHNICAL ACCOUNTING OVERSIGHT AND GUIDANCE TO COUNTY AGENCIES AND EXTERNAL CUSTOMERS TO ENSURE THAT GENERALLY ACCEPTED ACCOUNTING PROCEDURES, LEGAL REQUIREMENTS, COUNTY POLICIES AND PROCEDURES ARE CONSISTENTLY APPLIED IN ORDER TO MAINTAIN THE INTEGRITY OF THE COUNTY'S ACCOUNTING RECORDS AND TO FULLY MEET ALL REPORTING REQUIREMENTS.

## TREASURY

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	3,931,327	3,844,225	3,805,731	3,614,813	3,614,813
20	CONTRACTUAL SERVICES	488,883	494,812	514,605	535,240	535,240
30	SUPPLIES & MATERIALS	264,037	223,250	270,575	269,375	269,375
40	BUSINESS & TRAVEL	13,012	17,298	14,500	20,355	20,355
80	INTERGOVERNMENTAL	114	1,317	670	1,270	1,270
	<b>GRAND TOTAL</b>	<b>4,697,373</b>	<b>4,580,902</b>	<b>4,606,081</b>	<b>4,441,053</b>	<b>4,441,053</b>
<b><u>SUMMARY BY FUND:</u></b>						
11	GENERAL	3,919,065	3,810,543	3,747,671	3,648,424	3,648,424
51	WATER & SEWER OPERATING	778,308	770,359	858,410	792,629	792,629
	<b>GRAND TOTAL</b>	<b>4,697,373</b>	<b>4,580,902</b>	<b>4,606,081</b>	<b>4,441,053</b>	<b>4,441,053</b>
<b><u>SUMMARY BY DIVISION:</u></b>						
<b><u>GENERAL FUND:</u></b>						
041000	OFFICE OF THE TREASURER	619,698	586,912	669,688	617,684	617,684
043000	BUREAU OF ACCOUNTING	2,405,848	2,318,932	2,150,051	2,026,073	2,026,073
044000	BUREAU OF REVENUE COLLECTIONS	798,324	799,062	822,988	905,652	905,652
047100	SOLID WASTE ACCOUNTING	95,195	105,637	104,944	99,015	99,015
<b><u>WATER &amp; SEWER FUND:</u></b>						
045000	WATER & SEWER ACCOUNTING	778,308	770,359	858,410	792,629	792,629
	<b>GRAND TOTAL</b>	<b>4,697,373</b>	<b>4,580,902</b>	<b>4,606,081</b>	<b>4,441,053</b>	<b>4,441,053</b>
<b>SUMMARY OF GRANT BUDGETS</b>						<b>35,000,000</b>

# STAFF SUMMARY

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>TREASURY - GENERAL FUNDS</u></b>						
Accountant I	1.00	45,000	0.00	0	0.00	0
Accountant II	3.00	181,738	4.00	241,738	4.00	181,738
Accountant III	3.00	271,074	3.00	271,074	3.00	220,684
Accountant IV	1.00	104,624	1.00	0	0.00	0
Accounting Clerk I	0.00	0	1.00	0	3.00	60,400
Accounting Clerk II	5.00	249,369	11.00	414,010	9.00	346,289
Accounting Technician I	4.00	186,299	4.00	204,908	4.00	204,908
Accounting Technician II	6.00	357,606	6.00	344,096	6.00	344,096
Accounts Payable Supervisor	1.00	57,859	1.00	57,859	1.00	57,859
Administrative Secretary III	1.00	0	0.00	0	0.00	0
Administrative Specialist II	1.00	47,611	1.00	47,611	0.00	0
Assistant Supervisor of Revenue Collections	1.00	58,540	1.00	58,540	1.00	58,540
Cashier I	1.00	27,500	0.00	0	0.00	0
Cashier II	5.00	209,670	0.00	0	0.00	0
Cashier Development Trainee	1.00	23,700	0.00	0	0.00	0
Chief, Bureau of Accounting	1.00	111,002	1.00	0	0.00	0
Chief, Treasury Bureau	0.00	0	0.00	0	2.00	187,910
Deputy Treasurer	1.00	115,174	1.00	115,174	1.00	115,174
Financial Systems Coordinator	1.00	71,009	1.00	71,009	1.00	71,009
Financial Systems Management Supervisor	1.00	81,680	1.00	81,680	1.00	81,680
Management Assistant II	0.00	0	0.00	0	1.00	52,800
Treasurer	1.00	115,000	1.00	130,890	1.00	130,890
<b>FULL-TIME SALARIES</b>	<b>39.00</b>	<b>2,314,455</b>	<b>38.00</b>	<b>2,038,589</b>	<b>38.00</b>	<b>2,113,977</b>
<b>PART-TIME SALARIES</b>						
Accounting Clerk II	0.00	0	0.60	20,767	0.60	20,767
Cashier II	0.60	20,767	0.00	0	0.00	0
<b>TOTAL PART-TIME SALARIES</b>	<b>0.60</b>	<b>20,767</b>	<b>0.60</b>	<b>20,767</b>	<b>0.60</b>	<b>20,767</b>
<b>TEMPORARY SALARIES</b>		<b>13,750</b>		<b>13,750</b>		<b>13,750</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>96,124</b>		<b>0</b>
<b>SUB-TOTAL GENERAL FUND SALARIES</b>	<b>39.60</b>	<b>2,348,972 *</b>	<b>38.60</b>	<b>2,169,230</b>	<b>38.60</b>	<b>2,148,494</b>

# STAFF SUMMARY

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>TREASURY - WATER &amp; SEWER FUNDS</u></b>						
Accountant II	0.00	0.00	1.00	68,000	1.00	47,400
Accountant III	1.00	61,668	1.00	61,668	1.00	71,400
Accounting Clerk I	0.00	0	0.00	0	1.00	30,200
Accounting Clerk II	4.00	153,740	4.00	153,218	3.00	120,118
Accounting Technician I	2.00	121,954	2.00	121,954	2.00	121,954
Accounting Technician II	1.00	71,734	0.00	0	0.00	0
Assistant Supervisor of Revenue Collections	0.00	0	1.00	75,321	1.00	75,321
Water & Sewer Accounting Supervisor	1.00	74,000	0.00	0	0.00	0
<b>TOTAL FULL-TIME SALARIES</b>	9.00	483,096	9.00	480,161	9.00	466,393
<b>TOTAL 27TH PAY COST</b>		0		22,282		0
<b>SUB-TOTAL W &amp; S FUND SALARIES</b>	<b>9.00</b>	<b>483,096 *</b>	<b>9.00</b>	<b>502,443</b>	<b>9.00</b>	<b>466,393</b>
<b><u>OTHER PERSONAL SERVICES</u></b>						
Pension & Retirement		232,229		331,926		234,239
Workers' Compensation		7,891		5,079		5,983
Health Benefits		566,575		597,582		555,378
FICA		215,698		193,311		198,026
Miscellaneous		6,720		6,160		6,300
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>1,029,113 *</b>		<b>1,134,058</b>		<b>999,926</b>

# STAFF SUMMARY

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>TREASURY - DEPARTMENT TOTALS</u></b>						
TOTAL FULL-TIME SALARIES	48.00	2,797,551	47.00	2,518,750	47.00	2,580,370
TOTAL PART-TIME SALARIES	0.60	20,767	0.60	20,767	0.60	20,767
TOTAL TEMPORARY SALARIES		13,750		13,750		13,750
TOTAL OTHER PERSONAL SERVICES		1,029,113		1,134,058		999,926
TOTAL 27TH PAY COST		0		118,406		0
DEPARTMENTAL SALARY TOTAL	<u>48.60</u>	<u>3,861,181</u> *	<u>47.60</u>	<u>3,805,731</u>	<u>47.60</u>	<u>3,614,813</u>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## TREASURY

### GENERAL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	3,301,764	3,200,215	3,090,211	2,967,889	2,967,889
20	CONTRACTUAL SERVICES	463,788	469,105	490,280	509,115	509,115
30	SUPPLIES & MATERIALS	141,187	123,753	153,260	152,060	152,060
40	BUSINESS & TRAVEL	12,212	16,153	13,300	18,140	18,140
80	INTERGOVERNMENTAL	114	1,317	620	1,220	1,220
	<b>GRAND TOTAL</b>	<b>3,919,065</b>	<b>3,810,543</b>	<b>3,747,671</b>	<b>3,648,424</b>	<b>3,648,424</b>

### **SUMMARY BY FUND:**

11	GENERAL	3,919,065	3,810,543	3,747,671	3,648,424	3,648,424
	<b>GRAND TOTAL</b>	<b>3,919,065</b>	<b>3,810,543</b>	<b>3,747,671</b>	<b>3,648,424</b>	<b>3,648,424</b>

### **SUMMARY BY DIVISION:**

041000	OFFICE OF THE TREASURER	619,698	586,912	669,688	617,684	617,684
043000	BUREAU OF ACCOUNTING	2,405,848	2,318,932	2,150,051	2,026,073	2,026,073
044000	BUREAU OF REVENUE COLLECTIONS	798,324	799,062	822,988	905,652	905,652
047100	SOLID WASTE ACCOUNTING	95,195	105,637	104,944	99,015	99,015
	<b>GRAND TOTAL</b>	<b>3,919,065</b>	<b>3,810,543</b>	<b>3,747,671</b>	<b>3,648,424</b>	<b>3,648,424</b>

**DEPARTMENT SUMMARY**

**DEPARTMENT: TREASURY - GENERAL FUNDS**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant I	1.00	45,000	0.00	0	0.00	0
Accountant II	3.00	181,738	4.00	241,738	4.00	181,738
Accountant III	3.00	271,074	3.00	271,074	3.00	220,684
Accountant IV	1.00	104,624	1.00	0	0.00	0
Accounting Clerk I	0.00	0	1.00	0	3.00	60,400
Accounting Clerk II	5.00	249,369	11.00	414,010	9.00	346,289
Accounting Technician I	4.00	186,299	4.00	204,908	4.00	204,908
Accounting Technician II	6.00	357,606	6.00	344,096	6.00	344,096
Accounts Payable Supervisor	1.00	57,859	1.00	57,859	1.00	57,859
Administrative Secretary III	1.00	0	0.00	0	0.00	0
Administrative Specialist II	1.00	47,611	1.00	47,611	0.00	0
Assistant Supervisor of Revenue Collections	1.00	58,540	1.00	58,540	1.00	58,540
Cashier I	1.00	27,500	0.00	0	0.00	0
Cashier II	5.00	209,670	0.00	0	0.00	0
Cashier Development Trainee	1.00	23,700	0.00	0	0.00	0
Chief, Bureau of Accounting	1.00	111,002	1.00	0	0.00	0
Chief, Treasury Bureau	0.00	0	0.00	0	2.00	187,910
Deputy Treasurer	1.00	115,174	1.00	115,174	1.00	115,174
Financial Systems Coordinator	1.00	71,009	1.00	71,009	1.00	71,009
Financial Systems Management Supervisor	1.00	81,680	1.00	81,680	1.00	81,680
Management Assistant II	0.00	0	0.00	0	1.00	52,800
Treasurer	1.00	115,000	1.00	130,890	1.00	130,890
<b>TOTAL FULL-TIME SALARIES</b>	<b>39.00</b>	<b>2,314,455</b>	<b>38.00</b>	<b>2,038,589</b>	<b>38.00</b>	<b>2,113,977</b>
<b>PART-TIME SALARIES</b>						
Accounting Clerk II	0.00	0	0.60	20,767	0.60	20,767
Cashier II	0.60	20,767	0.00	0	0.00	0
<b>TOTAL PART-TIME SALARIES</b>	<b>0.60</b>	<b>20,767</b>	<b>0.60</b>	<b>20,767</b>	<b>0.60</b>	<b>20,767</b>
<b>TEMPORARY SALARIES</b>		<b>13,750</b>		<b>13,750</b>		<b>13,750</b>
<b>SALARY TOTAL</b>	<b>39.60</b>	<b>2,348,972</b>	<b>38.60</b>	<b>2,073,106</b>	<b>38.60</b>	<b>2,148,494</b>

**DEPARTMENT SUMMARY**

**DEPARTMENT: TREASURY - GENERAL FUNDS**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		192,615		269,505		192,264
Workers' Compensation		6,538		4,119		4,910
Health Benefits		479,720		485,878		454,834
FICA		178,741		156,579		162,347
Miscellaneous		5,460		4,900		5,040
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>863,074</b>		<b>920,981</b>		<b>819,395</b>
<b>TOTAL 27TH PAY COSTS</b>		<b>0</b>		<b>96,124</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>39.60</b>	<b>3,212,046 *</b>	<b>38.60</b>	<b>3,090,211</b>	<b>38.60</b>	<b>2,967,889</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: TREASURY****DIVISION: Office of the Treasurer****INDEX: 041000****ORIGIN/PURPOSE:**

The Office of the Treasurer is responsible for administration of the various areas of the Department of the Treasury, including Accounting and Revenue Collections, and has oversight responsibility for Water and Sewer and Solid Waste Accounting. This office also provides financial support and information to the County Administration and County Council. It is responsible for maintaining the Administrative liaison with the County Council for providing fiscal impact notes and financial information, and support for proposed legislation and resolutions.

The Office of the Treasurer has been instrumental in securing the Certificate of Excellence for Financial Reporting for Harford County's Comprehensive Annual Financial Report for the 25th consecutive year and has applied for the award for the most current audit.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	572,285	542,399	621,698	567,744	567,744
20	CONTRACTUAL SERVICES	30,835	29,802	31,490	31,490	31,490
30	SUPPLIES & MATERIALS	8,491	4,485	8,550	8,350	8,350
40	BUSINESS & TRAVEL	7,973	9,179	7,550	9,100	9,100
80	INTER-GOVERNMENTAL/INTER-FUND	114	1,047	400	1,000	1,000
	<b>GRAND TOTAL</b>	<b>619,698</b>	<b>586,912</b>	<b>669,688</b>	<b>617,684</b>	<b>617,684</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	<b>619,698</b>	<b>586,912</b>	<b>669,688</b>	<b>617,684</b>	<b>617,684</b>

**DEPARTMENT: TREASURY****DIVISION: Office of Treasurer****INDEX: 041000****FINANCIAL NOTES:**

The (\$52,004) net decrease in funding for Treasury - Office of Treasurer is the result of:

	FY 12	FY 13	CHANGE				
o	19,921	0	(19,921)	One-time FY 12 funds provided for 27th Pay			
o	430,955	436,144	5,189	Full Time Salaries			
			5,189	Salary Adjustments based on the recommendations of the Department of Human Resources			
o		(22,633)	(22,633)	Net result to this division of full-time staff transfers:			
			# of Positions	Salary	Fringe	Total	
			(1.0)	(78,082)	(34,407)	(112,489)	Accountant III transferred to #045000
			1.0	61,668	28,188	89,856	Accountant III transferred from #045000
			0.0	(16,414)	(6,219)	(22,633)	
o	82,281	78,825	(3,456)	Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage			
o	56,024	42,377	(13,647)	Pension/Retirement rate adjustments per Treasury's estimates			
o	862	979	117	Workers' Compensation rate adjustments per Treasury's estimates			
o	30,955	31,352	397	FICA Adjustments			

**DEPARTMENT: TREASURY**

**DIVISION: Office of Treasurer**

**INDEX: 041000**

	FY 12	FY 13	CHANGE	
o	8,050	10,000	1,950	Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 12	FY 13	Change	
	1,200	1,000	(200)	General Office Mailing
	350	450	100	Transportation Costs
	500	700	200	Meals
	1,000	2,000	1,000	Lodging
	2,800	2,300	(500)	Membership Fees & Dues
	1,800	2,550	750	Training Seminars
	400	1,000	600	Fleet Daily Carpool Rentals
	<u>8,050</u>	<u>10,000</u>	<u>1,950</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: TREASURY  
DIVISION: OFFICE OF TREASURER

Index No. 041000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant III	1.00	78,082	1.00	78,082	1.00	61,668
Accounting Technician II	1.00	59,198	1.00	59,198	1.00	59,198
Administrative Secretary III	1.00	0	0.00	0	0.00	0
Administrative Specialist II	1.00	47,611	1.00	47,611	0.00	0
Deputy Treasurer	1.00	115,174	1.00	115,174	1.00	115,174
Management Assistant II	0.00	0	0.00	0	1.00	52,800 A
Treasurer	1.00	115,000	1.00	130,890	1.00	130,890
<b>SALARY TOTAL</b>	<b>6.00</b>	<b>415,065</b>	<b>5.00</b>	<b>430,955</b>	<b>5.00</b>	<b>419,730</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		34,035		56,024		37,776
Workers' Compensation		1,162		862		965
Health Benefits		71,166		82,281		78,476
FICA		30,725		30,955		30,097
Miscellaneous		700		700		700
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>137,788</b>		<b>170,822</b>		<b>148,014</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>19,921</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>6.00</b>	<b>552,853 *</b>	<b>5.00</b>	<b>621,698</b>	<b>5.00</b>	<b>567,744</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Specialist II position reclassified to Management Assistant II - #0118

## TREASURY - OFFICE OF THE TREASURER OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide technical accounting oversight and guidance to County agencies and external customers to ensure that generally accepted accounting procedures, legal requirements, County policies and procedures are consistently applied in order to maintain the integrity of the County's accounting records, and to fully meet all reporting requirements.

### **Department Objective**

To prepare annual financial reports and schedules which include the Comprehensive Annual Financial Report (CAFR) and the Maryland Uniform Financial Report (UFR).

### **County Goal(s) Supported**

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$4,680,005	\$4,697,372	\$4,573,818	\$4,606,081	\$4,441,053
Number of staff	50	47	44	44	44
<b><u>Output:</u></b>					
Number of reports issued by legislative mandate:					
CAFR - October 31st	1	1	1	1	1
UFR - November 1st	1	1	1	1	1
<b><u>Efficiency:</u></b>					
Number of days planned vs. number of days to complete	105/105	110/110	109/109	106/106	110/110
<b><u>Service Quality:</u></b>					
Certificate of Achievement awarded by the Government Financial Officers Association	Yes	Yes	Yes	Yes	Yes
<b><u>Outcome:</u></b>					
Percent of reports completed by legislated date	100%	100%	100%	100%	100%
Financial statements determined to conform to Generally Accepted Accounting Principles without qualification	Yes	Yes	Yes	Yes	Yes

### **Explanation and Analysis of Performance Measures**

In order to fairly present the County's financial position and operating results in conformity with Generally Accepted Accounting Principles (GAAP), Governmental Accounting Standards Board (GASB), Governmental Finance Officers Association (GFOA), Financial Accounting Standards Board (FASB), County, State, and Federal guidelines. To complete one hundred percent of the above mentioned reports on time and in compliance with established guidelines.

### **Major Related Plans and Policies**

GAAP, GASB, and GFOA

**DEPARTMENT: TREASURY****DIVISION: Bureau of Accounting****INDEX: 043000****ORIGIN/PURPOSE:**

The Bureau of Accounting, pursuant to Chapter 16, Article III, Section 17, is responsible for accounting operations. This division of Treasury prepares the Comprehensive Annual Financial Report (CAFR), the Uniform Financial Report (UFR), prepares the Interim Financial Statements, and coordinates the information for the annual audit.

The functions of accounting operations include Accounts Receivable for property taxes and all other County income, Accounts Payable, Payroll, and System Administration for accounting software. We account for all the funds of the County, including General, Grants, Highways, Parks and Recreation, Debt Service, Agricultural Preservation, Capital Projects, Internal Service, Pension Trust Funds, and other Trust and Agency funds.

**ALL FUND SUMMARY:**

		<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ORIGINAL BUDGET FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	1,987,424	1,897,297	1,703,791	1,564,038	1,564,038
20	CONTRACTUAL SERVICES	372,806	373,322	396,340	410,575	410,575
30	SUPPLIES & MATERIALS	41,737	41,686	44,500	43,500	43,500
40	BUSINESS & TRAVEL	3,881	6,447	5,300	7,840	7,840
80	INTER-GOVERNMENTAL/INTER-FUND	0	180	120	120	120
<b>GRAND TOTAL</b>		<b><u>2,405,848</u></b>	<b><u>2,318,932</u></b>	<b><u>2,150,051</u></b>	<b><u>2,026,073</u></b>	<b><u>2,026,073</u></b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	<b><u>2,405,848</u></b>	<b><u>2,318,932</u></b>	<b><u>2,150,051</u></b>	<b><u>2,026,073</u></b>	<b><u>2,026,073</u></b>

**DEPARTMENT: TREASURY****DIVISION: Bureau of Accounting****INDEX: 043000****FINANCIAL NOTES:**

The (\$123,978) net decrease in funding for Treasury - Bureau of Accounting is the result of:

	FY 12	FY 13	CHANGE
o	1,155,869	1,160,818	4,949 Full Time Salaries
			(60,000) Offset - an Accountant II and an Accounting Clerk II position are unfunded in FY 13
			64,949 Staff Turnover 5.62%
			<u>4,949</u>
o	53,637	0	(53,637) One-time FY 12 funds provided for 27th Pay
o	0	0	0 One (1) Accountant IV position which was unfunded in FY 12 transferred to Revenue Collections #044000
			# of Positions Salary Fringe Total
			(1.00) 0 0 0
o	150,263	104,473	(45,790) Pension/Retirement rate adjustments per Treasury's estimates
o	250,626	204,614	(46,012) Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	2,312	2,670	358 Workers' Compensation rate adjustments per Treasury's estimates
o	88,424	88,803	379 FICA adjustment

**DEPARTMENT: TREASURY**

**DIVISION: Bureau of Accounting**

**INDEX: 043000**

**FINANCIAL NOTES:**

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	15,000	14,700	(300) Management Services - funding to provide on-site assistance for programming assistance as needed reduced based on actual expense history

o 370,700 385,035 14,335 Financial/Audit:

Yearly License Fees:

FAMIS  
XL REPORTER  
CYBORG  
CORE

Bank Fees:

Trustee  
Lockbox

1099 Upgrade

Total

<b>FY 12</b>	<b>FY 13</b>	<b>Change</b>	<b>Explanation</b>
135,011	141,800	6,789	FY 12 contract + 5% increase
8,700	8,700	0	
160,054	168,100	8,046	FY 12 contract + 5% increase
17,820	17,820	0	
14,000	13,500	(500)	Based on actual expenses
35,000	35,000	0	
115	115	0	
370,700	385,035	14,335	

**DEPARTMENT: TREASURY**

**DIVISION: Bureau of Accounting**

**INDEX: 043000**

**FINANCIAL NOTES:**

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	45,450	47,190	1,740

Line items significantly adjusted, based on actual expense history

	<b>FY 12</b>	<b>FY 13</b>	<b>Change</b>	
	6,500	6,800	300	Office Equipment
	700	600	(100)	Telephone Service
	15,000	10,000	(5,000)	Printing - Commercial
	20,000	24,300	4,300	General Office Mailing and postage rate increase
	500	200	(300)	Computer Supplies
	2,000	2,790	790	Membership Fees & Dues
	750	2,500	1,750	Training Seminars
	<u>45,450</u>	<u>47,190</u>	<u>1,740</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: TREASURY  
DIVISION: BUREAU OF ACCOUNTING

Index No. 043000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant I	1.00	45,000	0.00	0	0.00	0
Accountant II	3.00	181,738	4.00	241,738	4.00	181,738 A
Accountant III	2.00	192,992	2.00	192,992	2.00	159,016
Accountant IV	1.00	104,624	1.00	0	0.00	0 B
Accounting Clerk I	0.00	0	0.00	0	1.00	30,200 C
Accounting Clerk II	5.00	249,369	5.00	171,240	4.00	138,140 D
Accounting Technician I	2.00	104,948	2.00	123,557	2.00	123,557
Accounting Technician II	4.00	229,304	4.00	215,794	4.00	215,794
Accounts Payable Supervisor	1.00	57,859	1.00	57,859	1.00	57,859
Chief, Bureau of Accounting	1.00	111,002	1.00	0	0.00	0
Chief, Treasury Bureau	0.00	0	0.00	0	1.00	101,825 E
Financial Systems Coordinator	1.00	71,009	1.00	71,009	1.00	71,009
Financial Systems Management Supervisor	1.00	81,680	1.00	81,680	1.00	81,680
<b>SALARY TOTAL</b>	<b>22.00</b>	<b>1,429,525</b>	<b>22.00</b>	<b>1,155,869</b>	<b>21.00</b>	<b>1,160,818</b>

# DIVISION STAFF SUMMARY

DEPARTMENT: TREASURY  
DIVISION: BUREAU OF ACCOUNTING

Index No. 043000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension		117,221		150,263		104,473
Workers' Compensation		4,003		2,312		2,670
Health Benefits		244,080		250,626		204,614
FICA		109,412		88,424		88,803
Miscellaneous		3,080		2,660		2,660
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>477,796</b>		<b>494,285</b>		<b>403,220</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>53,637</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>22.00</b>	<b>1,907,321 *</b>	<b>22.00</b>	<b>1,703,791</b>	<b>21.00</b>	<b>1,564,038</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

- A - One (1) vacant Accountant II position unfunded in FY 13 due to the state of the economy - #1411
- B - One (1) Accountant IV position transferred to Bureau of Revenue Collections - 044000 - #0117
- C - One (1) vacant Accounting Clerk II position filled as an Accounting Clerk I - #0116
- D - One (1) vacant Accounting Clerk II position is unfunded in FY 13 due to the state of the economy - #1500
- E - One (1) Chief, Bureau of Accounting position retitled to Chief, Treasury Bureau - #0123

## TREASURY - BUREAU OF ACCOUNTING OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide technical accounting oversight and guidance to County agencies and external customers to ensure that generally accepted accounting principles, legal requirements, County policies and procedures are consistently applied in order to maintain the integrity of the County's accounting records and to fully meet all reporting requirements.

### **Department Objective**

To increase consultation visits to Accounts Payable activity sites within other agencies.

### **County Goal(s) Supported**

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimated 2013
<b><u>Input:</u></b>					
Dollars allocated	\$1,900	\$1,750	\$2,084	\$1,600	\$1,600
Number of staff	6	5	5	5	5
<b><u>Output:</u></b>					
Actual number of departments or divisions visited	39	41	97*	35	35
<b><u>Service Quality:</u></b>					
Percent of clients satisfied with consultation visits	100%	100%	100%	100%	100%
<b><u>Outcome:</u></b>					
Percent of departments and divisions visited	22%	24%	55%*	20%	20%

### **Explanation and Analysis of Performance Measures**

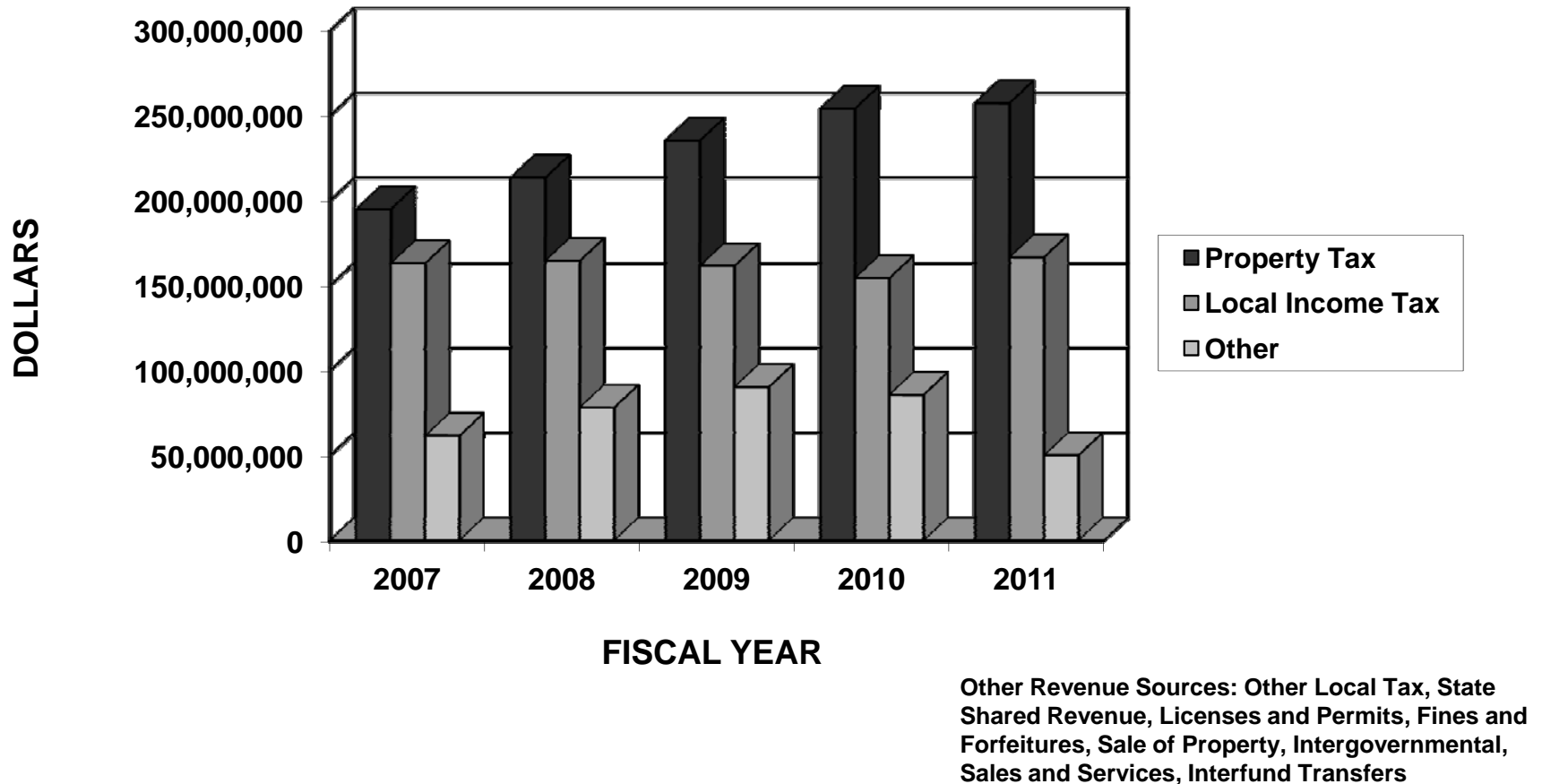
We plan to do consultation visits to Accounts Payable activity sites within other agencies in order to share expertise and suggest opportunities for enhancements. We plan on visiting at least 20% of the 175 Accounts Payable activities sites during a fiscal year.

### **Major Related Plans and Policies**

GAAP, GASB, and GFOA policies

\* Increase due to introduction and training of P-Card to various departments.

# Bureau of Accounting Growth of Financial Activities General Fund Revenues



**DEPARTMENT: TREASURY**

**DIVISION: Bureau of Revenue Collections**

**INDEX: 044000**

**ORIGIN/PURPOSE:**

The Bureau of Revenue Collections collects, deposits, and reports all revenues coming into Harford County. The annual, supplemental, and half year real estate tax billing are handled here. There is much contact with citizens as well as the business community. This office processes lien certificates required to transfer property. All deeds and leases to be recorded in Harford County are reviewed and stamped. The annual Harford County Tax Sale is planned, executed, and followed up by this office. Business and Personal Property Taxes are collected and assistance given to tax payers. Liens and writs are issued on delinquent accounts as part of the collection efforts of this office. Harford County Bureau of Revenue Collections continues to try to improve services to the tax payers and the business community.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	649,530	658,219	663,263	740,577	740,577
20	CONTRACTUAL SERVICES	57,685	62,969	59,450	64,050	64,050
30	SUPPLIES & MATERIALS	90,751	77,291	99,850	99,850	99,850
40	BUSINESS & TRAVEL	358	527	375	1,125	1,125
80	INTER-GOVERNMENTAL/INTER-FUND	0	56	50	50	50
	<b>GRAND TOTAL</b>	<b>798,324</b>	<b>799,062</b>	<b>822,988</b>	<b>905,652</b>	<b>905,652</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	<b>798,324</b>	<b>799,062</b>	<b>822,988</b>	<b>905,652</b>	<b>905,652</b>

**DEPARTMENT: TREASURY****DIVISION: Bureau of Revenue Collections****INDEX: 044000****FINANCIAL NOTES:**

The \$82,664 net increase in funding for Treasury - Bureau of Revenue Collections is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	382,661	378,240	(4,421)	Full Time Salaries (4,421) Staff Turnover <u>(1.16%)</u>
o	19,359	0	(19,359)	One-time FY 12 funds provided for 27th Pay
o		118,795	118,795	Position transferred to division from Bureau of Accounting 043000: # of Positions      Salary      Fringe      Total 1.0      86,085      32,710      118,795      Accountant IV reclassified to Chief, Treasury Bureau
o	138,371	139,083	712	Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	54,234	36,048	(18,186)	Pension/Retirement rate adjustments per Treasury's estimates
o	807	918	111	Workers' Compensation rate adjustments per Treasury's estimates
o	31,914	31,576	(338)	FICA adjustments

**DEPARTMENT: TREASURY**

**DIVISION: Bureau of Revenue Collections**

**INDEX: 044000**

**FINANCIAL NOTES:**

**FY 12      FY 13      CHANGE**

o      8,000      8,700      700 Other Professional Services:

	FY 12	FY 13	Change	Explanation
	3,000	3,700	700	Preparation of tax bills for mailing based on actual expense history
	5,000	5,000	0	Dunbar Armored Car Service
Totals	8,000	8,700	700	

o      40,425      45,075      4,650 Line items significantly adjusted, based on actual expense history:

FY 12	FY 13	Change	
22,000	26,000	4,000	Legal Notices
350	250	(100)	Office Equipment Service
5,000	6,075	1,075	General Office Supplies
13,075	12,000	(1,075)	Printing - Commercial
0	750	750	Training Seminars
40,425	45,075	4,650	

# DIVISION STAFF SUMMARY

DEPARTMENT: TREASURY  
DIVISION: BUREAU OF REVENUE COLLECTIONS

Index No. 044000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accounting Clerk I	0.00	0	1.00	0	2.00	30,200 A
Accounting Clerk II	0.00	0	6.00	242,770	5.00	208,149
Accounting Technician I	2.00	81,351	2.00	81,351	2.00	81,351
Assistant Supervisor of Revenue Collections	1.00	58,540	1.00	58,540	1.00	58,540
Cashier I	1.00	27,500	0.00	0	0.00	0
Cashier II	5.00	209,670	0.00	0	0.00	0
Cashier Development Trainee	1.00	23,700	0.00	0	0.00	0
Chief, Treasury Bureau	0.00	0	0.00	0	1.00	86,085 B
<b>TOTAL FULL-TIME SALARIES</b>	10.00	400,761	10.00	382,661	11.00	464,325
<b>PART-TIME SALARIES</b>						
Accounting Clerk II	0.00	0	0.60	20,767	0.60	20,767
Cashier II	0.60	20,767	0.00	0	0.00	0
<b>TOTAL PART-TIME SALARIES</b>	0.60	20,767	0.60	20,767	0.60	20,767
<b>TEMPORARY SALARIES</b>		13,750		13,750		13,750
<b>SALARY TOTAL</b>	<b>10.60</b>	<b>435,278</b>	<b>10.60</b>	<b>417,178</b>	<b>11.60</b>	<b>498,842</b>

# DIVISION STAFF SUMMARY

DEPARTMENT: TREASURY  
DIVISION: BUREAU OF REVENUE COLLECTIONS

Index No. 044000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension		35,692		54,234		43,796
Workers' Compensation		1,180		807		1,116
Health Benefits		151,722		138,371		157,122
FICA		33,318		31,914		38,161
Miscellaneous		1,540		1,400		1,540
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>223,452</b>		<b>226,726</b>		<b>241,735</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>19,359</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>10.60</b>	<b>658,730 *</b>	<b>10.60</b>	<b>663,263</b>	<b>11.60</b>	<b>740,577</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Accounting Clerk I position is unfunded in FY 13 due to the state of the economy - #0137 and one vacant Accounting Clerk II filled as an Accounting Clerk I - #2604

B - One (1) Accountant IV position transferred from Bureau of Accounting - 043000 and reclassified to Chief, Treasury Bureau - #0117

## TREASURY - BUREAU OF REVENUE COLLECTIONS

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To provide technical accounting oversight and guidance to County agencies and external customers to ensure that generally accepted accounting procedures, legal requirements, County policies, and County procedures are consistently applied in order to maintain the integrity of the County's accounting records and to fully meet all reporting requirements

#### **Department Objective**

To work with title companies who do business with the County to ensure that deeds are filed correctly.

#### **County Goal(s) Supported**

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$3,600	\$3,630	\$3,630	\$3,630	\$3,630
Number of staff	1	1	1	1	1
<b><u>Output:</u></b>					
Number of title companies contacted	15	10	10	10	10
<b><u>Efficiency:</u></b>					
Percentage of title companies contacted	30%	23%	25%	24%	23%
<b><u>Service Quality:</u></b>					
Percentage of title companies satisfied with department efforts	100%	100%	100%	100%	100%
<b><u>Outcome:</u></b>					
Percentage of deeds returned	19%	17%	15%	18%	18%

#### **Explanation and Analysis of Performance Measures**

Historically, around 20% of deeds filed with the County by title companies have been deficient in some way, and have had to be returned to the company to be redone. By communicating effectively with title companies, we are trying to reduce the percentage of deeds that need to be returned. The number of returns will remain consistent as those filling out the forms change and need training. In addition, an online balance inquiry should help with returns.

#### **Major Related Plans and Policies**

Harford County Code and the Department of the Treasury's Administrative Policies

**DEPARTMENT: TREASURY**

**DIVISION: Solid Waste Accounting**

**INDEX: 047100**

**ORIGIN/PURPOSE:**

Harford County Solid Waste Services was established as of July 1, 1992, to account for the County's solid waste operation. This Division is responsible for billing and collection of all fees associated with the County's solid waste services and for providing detailed information and reporting on these fees.

**ALL FUND SUMMARY:**

		<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ORIGINAL BUDGET FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	92,525	102,300	101,459	95,530	95,530
20	CONTRACTUAL SERVICES	2,462	3,012	3,000	3,000	3,000
30	SUPPLIES & MATERIALS	208	291	360	360	360
40	BUSINESS & TRAVEL	0	0	75	75	75
80	INTER-GOVERNMENTAL/INTER-FUND EXP	0	34	50	50	50
<b>GRAND TOTAL</b>		<b>95,195</b>	<b>105,637</b>	<b>104,944</b>	<b>99,015</b>	<b>99,015</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	<b>95,195</b>	<b>105,637</b>	<b>104,944</b>	<b>99,015</b>	<b>99,015</b>

**DEPARTMENT: TREASURY****DIVISION: Solid Waste Accounting****INDEX: 047100****FINANCIAL NOTES:**

The (\$5,929) net decrease in funding for Treasury - Solid Waste Accounting is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	3,207	0	(3,207) One-time FY 12 funds provided for 27th pay
o	8,984	6,219	(2,765) Pension/Retirement rate adjustments per Treasury's estimates
o	138	159	21 Workers' Compensation rate adjustments per Treasury's estimates
o	14,600	14,622	22 Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	2,500	2,950	450 Other Professional Services increase for the Weighmaster Support Plan and miscellaneous expenses based on expense history
o	500	50	(450) Line items significantly adjusted, based on actual expense history:

<b>FY 12</b>	<b>FY 13</b>	<b>Change</b>	
300	50	(250)	Telephone Service
200	0	(200)	Office Equipment
<u>500</u>	<u>50</u>	<u>(450)</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: TREASURY  
DIVISION: SOLID WASTE ACCOUNTING

Index No. 047100

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accounting Technician II	<u>1.00</u>	<u>69,104</u>	<u>1.00</u>	<u>69,104</u>	<u>1.00</u>	<u>69,104</u>
<b>SALARY TOTAL</b>	<b><u>1.00</u></b>	<b><u>69,104</u></b>	<b><u>1.00</u></b>	<b><u>69,104</u></b>	<b><u>1.00</u></b>	<b><u>69,104</u></b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		5,667		8,984		6,219
Workers' Compensation		193		138		159
Health Benefits		12,752		14,600		14,622
FICA		5,286		5,286		5,286
Miscellaneous		<u>140</u>		<u>140</u>		<u>140</u>
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>24,038</b>		<b>29,148</b>		<b>26,426</b>
<b>TOTAL 27TH PAY COST</b>		<u>0</u>		<u>3,207</u>		<u>0</u>
<b>TOTAL PERSONAL SERVICES</b>	<b><u>1.00</u></b>	<b><u>93,142 *</u></b>	<b><u>1.00</u></b>	<b><u>101,459</u></b>	<b><u>1.00</u></b>	<b><u>95,530</u></b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: TREASURY**

**DIVISION: Water and Sewer Accounting**

**INDEX: 045000**

**ORIGIN/PURPOSE:**

The Water and Sewer Accounting division, pursuant to Chapter 16, Article III, Section 17, is responsible for billing all charges associated with the water and sewer system and for providing detailed information and reporting on these charges.

The County's water and sewer system operates as an enterprise fund, whereby users pay for all costs of providing water and sewer service.

Water and Sewer Accounting is the only division in the Department of Treasury supported by the Water and Sewer Fund.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	629,563	644,010	715,520	646,924	646,924
20	CONTRACTUAL SERVICES	25,095	25,707	24,325	26,125	26,125
30	SUPPLIES & MATERIALS	122,850	99,497	117,315	117,315	117,315
40	BUSINESS & TRAVEL	800	1,145	1,200	2,215	2,215
80	INTER-GOVERNMENTAL/INTER-FUND EXP	0	0	50	50	50
	<b>GRAND TOTAL</b>	<b>778,308</b>	<b>770,359</b>	<b>858,410</b>	<b>792,629</b>	<b>792,629</b>
<b><u>FUNDING SOURCE:</u></b>						
51	WATER & SEWER	<b>778,308</b>	<b>770,359</b>	<b>858,410</b>	<b>792,629</b>	<b>792,629</b>

**DEPARTMENT: TREASURY****DIVISION: Water and Sewer Accounting****INDEX: 045000****FINANCIAL NOTES:**

The (\$65,781) net decrease in funding for Treasury - Water and Sewer Accounting is the result of:

	FY 12	FY 13	CHANGE	
o	22,282	0	(22,282)	One-time FY 12 funds provided for 27th pay
o	480,161	456,661	(23,500)	Full Time Salaries
			(23,500)	Staff Turnover (4.89%)
o	0	(7,482)	(7,482)	Net result to this division of full-time staff transfers:
				# of Positions Salary Fringe Total
				(1.0) (61,668) (30,606) (92,274) Accountant III transferred to #041000
				1.0 71,400 13,392 84,792 Accountant III transferred from #041000
				0.0 9,732 (17,214) (7,482)
o	62,421	43,566	(18,855)	Pension/Retirement rate adjustments per Treasury's estimates
o	960	1,032	72	Workers' Compensation rate adjustments per Treasury's estimates
o	36,732	34,935	(1,797)	FICA Adjustments
o	111,704	116,952	5,248	Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	36,550	39,365	2,815	Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 12	FY 13	Change	
	2,000	2,300	300	Office Equipment
	21,000	22,500	1,500	Financial Audit
	2,000	3,000	1,000	General Office Supplies
	11,000	10,000	(1,000)	Printing - Commercial
	300	565	265	Membership Fees & Dues
	250	1,000	750	Training Seminars
	36,550	39,365	2,815	

# DIVISION STAFF SUMMARY

DEPARTMENT: TREASURY  
DIVISION: WATER & SEWER ACCOUNTING

Index No. 045000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant II	0.00	0	1.00	68,000	1.00	47,400
Accountant III	1.00	61,668	1.00	61,668	1.00	71,400
Accounting Clerk I	0.00	0	0.00	0	1.00	30,200 A
Accounting Clerk II	4.00	153,740	4.00	153,218	3.00	120,118
Accounting Technician I	2.00	121,954	2.00	121,954	2.00	121,954
Accounting Technician II	1.00	71,734	0.00	0	0.00	0
Assistant Supervisor of Revenue Collections	0.00	0	1.00	75,321	1.00	75,321
Water & Sewer Accounting Supervisor	1.00	74,000	0.00	0	0.00	0
<b>SALARY TOTAL</b>	<b>9.00</b>	<b>483,096</b>	<b>9.00</b>	<b>480,161</b>	<b>9.00</b>	<b>466,393</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		39,614		62,421		41,975
Workers' Compensation		1,353		960		1,073
Health Benefits		86,855		111,704		100,544
FICA		36,957		36,732		35,679
Miscellaneous		1,260		1,260		1,260
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>166,039</b>		<b>213,077</b>		<b>180,531</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>22,282</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>9.00</b>	<b>649,135 *</b>	<b>9.00</b>	<b>715,520</b>	<b>9.00</b>	<b>646,924</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Accounting Clerk II position filled as an Accounting Clerk I - #0149

## TREASURY - WATER & SEWER ACCOUNTING OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide technical accounting oversight and guidance to County agencies and external customers and to ensure that generally accepted accounting procedures, legal requirements, County policies and County procedures are consistently applied in order to maintain the integrity of the County's accounting records and to fully meet all reporting requirements.

### **Department Objective**

To ensure high value for service dollars, ensure accountability, and insist upon customer satisfaction.

### **County Goal(s) Supported**

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$647,676	\$629,563	\$644,010	\$715,520	\$646,924
Number of staff	7	7	8	8	8
<b><u>Output:</u></b>					
Fiscal Year Revenues	\$17,249,242	\$18,035,187	\$18,332,877	\$18,720,373	\$19,048,100
<b><u>Outcome:</u></b>					
Number of accounts billed per person	6,051	6,096	5,372	5,409	5,447

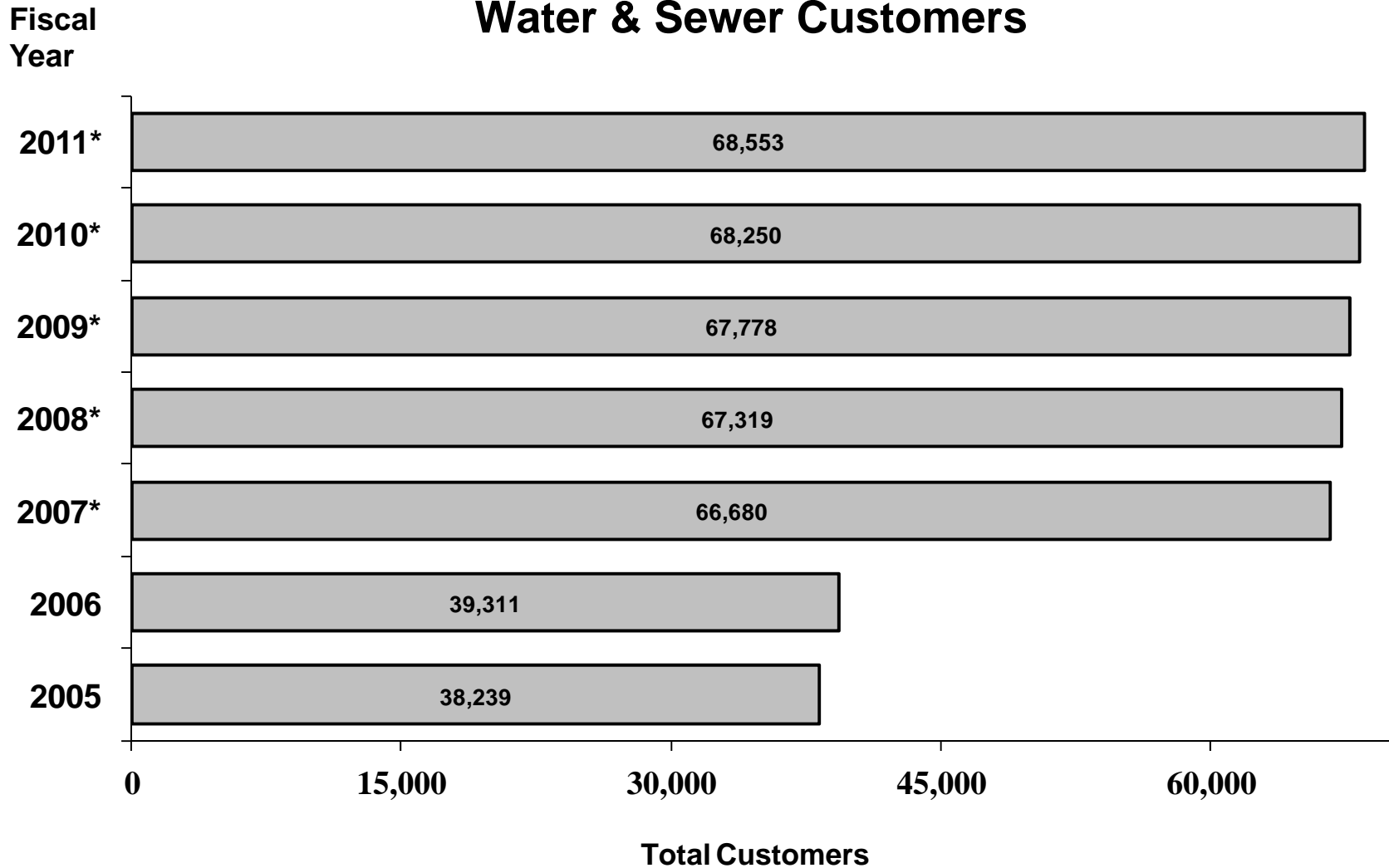
### **Explanation and Analysis of Performance Measures**

To ensure collection of all Water and Sewer usage bills in an efficient and cost effective manner.

### **Major Related Plans and Policies**

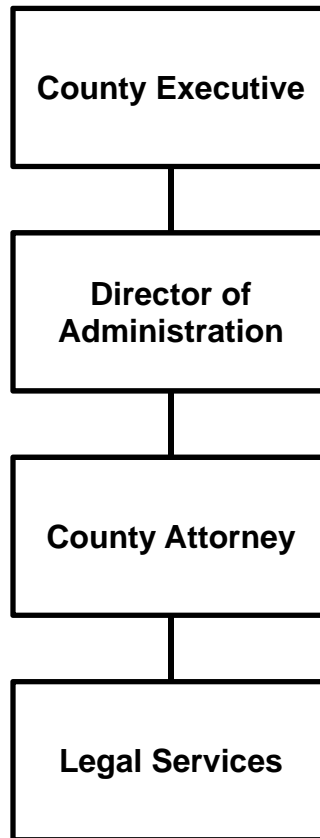
Harford County Code and Water and Sewer Rules and Regulations

# Water and Sewer Accounting Customer Growth Water & Sewer Customers



\*Includes accounts for the septic  
portion of the Bay Restoration

# DEPARTMENT OF LAW



## LAW

### ORIGIN/PURPOSE:

The Department of Law, created by Charter Section 403 and amended by Bill 76-35, is administered by the appointed County Attorney, who is the chief legal officer of the Executive Branch and is responsible for all the legal affairs of the County Executive, County departments, agencies, and offices. The department also advises non-County agencies, such as the Board of Library Trustees, and the Sheriff's Office on selected matters, as directed by the County Executive.

### MISSION STATEMENT:

PROVIDE TIMELY AND ACCURATE ADVICE, AS WELL AS COMPETENT AND DILIGENT REPRESENTATION TO THE EXECUTIVE BRANCH AND APPROPRIATE COUNTY AGENCIES IN SUPPORT OF THEIR OBJECTIVES THROUGH PROACTIVE INVOLVEMENT

### FY '12 - '13 KEY GOALS:

- 1 TO PROVIDE SOUND LEGAL AND PRACTICAL ADVICE AND COUNSEL TO CLIENTS
- 2 TO PROVIDE EFFICIENT, EXPEDIENT DOCUMENT REVIEW AND PROCESSING FOR CLIENTS
- 3 TO PROVIDE EFFECTIVE COLLECTION SERVICES
- 4 TO BECOME MORE PROACTIVELY INVOLVED AS A MANAGEMENT RESOURCE
- 5 TO IDENTIFY/ADVOCATE FOR NEEDED LEGISLATIVE INITIATIVES TO ADVANCE THE COUNTY'S GOALS AND PRIORITIES

# LAW

## ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	1,690,613	1,590,286	1,769,292	1,844,667	1,844,667
20	CONTRACTUAL SERVICES	34,281	37,688	51,850	52,600	52,600
30	SUPPLIES & MATERIALS	6,441	6,049	9,100	9,100	9,100
40	BUSINESS & TRAVEL	20,426	21,913	24,400	23,650	23,650
70	MISCELLANEOUS	25,453	24,995	26,448	26,448	26,448
80	INTERGOVERNMENTAL	1,327	825	1,700	1,700	1,700
	<b>GRAND TOTAL</b>	<b><u>1,778,541</u></b>	<b><u>1,681,756</u></b>	<b><u>1,882,790</u></b>	<b><u>1,958,165</u></b>	<b><u>1,958,165</u></b>
	<b><u>SUMMARY BY FUND:</u></b>					
11	GENERAL	1,778,541	1,681,756	1,882,790	1,958,165	1,958,165
	<b>GRAND TOTAL</b>	<b><u>1,778,541</u></b>	<b><u>1,681,756</u></b>	<b><u>1,882,790</u></b>	<b><u>1,958,165</u></b>	<b><u>1,958,165</u></b>
	<b><u>SUMMARY BY DIVISION:</u></b>					
052000	LEGAL SERVICES	1,778,541	1,681,756	1,882,790	1,958,165	1,958,165
	<b>GRAND TOTAL</b>	<b><u>1,778,541</u></b>	<b><u>1,681,756</u></b>	<b><u>1,882,790</u></b>	<b><u>1,958,165</u></b>	<b><u>1,958,165</u></b>

## FINANCIAL NOTES:

The \$75,375 net increase in funding for the Law Department is the result of:

	FY 12	FY 13	CHANGE	
o	1,224,726	1,233,216	8,490	Full Time Salaries:
			5,000	Staff Turnover 0.41%
			3,490	Salary Adjustments based on the recommendations of the Department of Human Resources
			<u>8,490</u>	
o		243,317	243,317	Positions transferred from the County Council Office:
			# of Positions	Salary
			1.00	105,448
			1.00	74,455
			2.00	179,903
				Fringes
				32,667
				30,747
				63,414
				Total
				138,115
				105,202
				243,317
				Senior Assistant County Attorney
				Legislative Drafter

# LAW

## FINANCIAL NOTES:

	FY 12	FY 13	CHANGE																					
o		(85,603)	(85,603)	Position abolished from the Law Department:																				
				<table><tr><td># of Positions</td><td>Salary</td><td>Fringes</td><td>Total</td></tr><tr><td>(1.00)</td><td>(58,540)</td><td>(27,063)</td><td>(85,603)</td></tr></table>	# of Positions	Salary	Fringes	Total	(1.00)	(58,540)	(27,063)	(85,603)												
# of Positions	Salary	Fringes	Total																					
(1.00)	(58,540)	(27,063)	(85,603)																					
				Management Assistant II																				
o	58,077	0	(58,077)	One-time FY 12 funds provided for 27th pay																				
o	172,429	183,895	11,466	Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage																				
o	164,006	119,321	(44,685)	Pension/Retirement rate adjustments per Treasury's estimates																				
o	2,553	2,937	384	Workers' Compensation rate adjustments per Treasury's estimates																				
o	93,501	93,783	282	FICA adjustments																				
o	17,250	17,250	0	Line items adjusted based on actual expense history:																				
				<table><tr><td>FY 12</td><td>FY 13</td><td>Change</td><td></td></tr><tr><td>4,000</td><td>4,750</td><td>750</td><td>Office Equipment</td></tr><tr><td>1,250</td><td>0</td><td>(1,250)</td><td>County Owned Vehicles - no longer has vehicle</td></tr><tr><td>12,000</td><td>12,500</td><td>500</td><td>Professional Books</td></tr><tr><td><u>17,250</u></td><td><u>17,250</u></td><td><u>0</u></td><td></td></tr></table>	FY 12	FY 13	Change		4,000	4,750	750	Office Equipment	1,250	0	(1,250)	County Owned Vehicles - no longer has vehicle	12,000	12,500	500	Professional Books	<u>17,250</u>	<u>17,250</u>	<u>0</u>	
FY 12	FY 13	Change																						
4,000	4,750	750	Office Equipment																					
1,250	0	(1,250)	County Owned Vehicles - no longer has vehicle																					
12,000	12,500	500	Professional Books																					
<u>17,250</u>	<u>17,250</u>	<u>0</u>																						
o	31,550	31,550	0	Other Contractual Services - mandated Medicare program expenses																				

**DIVISION STAFF SUMMARY**

**DEPARTMENT: LAW**  
**DIVISION: LEGAL SERVICES**

Index No. 052000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary III	1.00	61,351	1.00	61,351	1.00	61,351
Assistant County Attorney II	2.00	187,543	2.00	187,543	2.00	187,543
County Attorney	1.00	133,472	1.00	133,472	1.00	133,472
Deputy County Attorney	1.00	105,000	0.00	0	0.00	0
Legal Assistant III	2.00	110,595	2.00	110,595	2.00	110,595
Legislative Drafter	0.00	0	0.00	0	1.00	74,455 A
Legal Specialist II	1.00	41,513	1.00	41,513	1.00	41,513
Legal Specialist III	1.00	60,081	1.00	60,081	1.00	60,081
Management Analyst	1.00	58,540	0.00	0	0.00	0
Management Assistant II	0.00	0	1.00	58,540	0.00	0 B
Senior Assistant County Attorney	4.00	467,631	5.00	571,631	6.00	685,569 C
<b>TOTAL FULL-TIME SALARIES</b>	<b>14.00</b>	<b>1,225,726</b>	<b>14.00</b>	<b>1,224,726</b>	<b>15.00</b>	<b>1,354,579</b>
<b>PART-TIME SALARIES</b>						
Administrative Specialist II	0.80	51,900	0.80	51,900	0.80	51,701
<b>TOTAL PART-TIME SALARIES</b>	<b>0.80</b>	<b>51,900</b>	<b>0.80</b>	<b>51,900</b>	<b>0.80</b>	<b>51,701</b>
<b>SALARY TOTAL</b>	<b>14.80</b>	<b>1,277,626</b>	<b>14.80</b>	<b>1,276,626</b>	<b>15.80</b>	<b>1,406,280</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		106,500		164,006		127,902
Workers' Compensation		3,577		2,553		3,234
Health Benefits		161,777		172,429		201,944
FICA		93,578		93,501		103,067
Miscellaneous		4,500		2,100		2,240
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>369,932</b>		<b>434,589</b>		<b>438,387</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>58,077</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>14.80</b>	<b>1,647,558 *</b>	<b>14.80</b>	<b>1,769,292</b>	<b>15.80</b>	<b>1,844,667</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Legislative Drafter position transferred from County Council - # 0514

B - One (1) Management Assistant II position abolished - # 0095

C - One (1) Senior Assistant County Attorney position transferred from County Council - # 1861

## LAW

### OBJECTIVES & PERFORMANCE MEASURES

**Department Goal**

To provide efficient, expedient document review and processing for clients.

**Department Objective**

To continue improvement in document processing time and to provide recommendations for improving standard documents.

**County Goal(s) Supported**

III. Efficient County Government

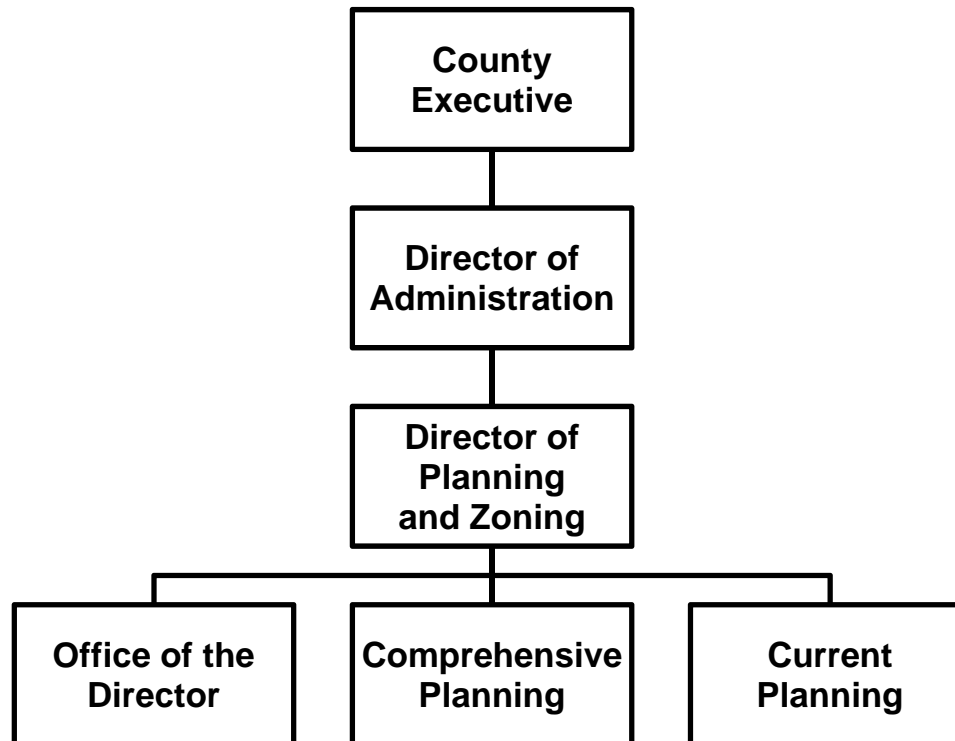
Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$1,825,980	\$1,690,613	\$1,914,026	\$1,882,790	\$1,958,165
Number of staff	17	16	14	15	16
<b><u>Output:</u></b>					
Number of deeds processed	63	103	42	43*	105
Number of plats processed	175	167	159	121*	175
Number of agreements processed	708	716	813	800*	700
<b><u>Outcome:</u></b>					
Turnaround time in days:					
Deeds	1.53	3.13	1.89	1.56*	3.00
Plats	1.79	1.74	1.92	1.29*	2.00
Agreements	3.45	3.75	3.77	3.75*	4.00

**Explanation and Analysis of Performance Measures**

The Law department strives to provide an appropriate and timely response to requests from clients. We track the average time taken to complete various tasks. By surveying clients on a regular basis, we plan to assess other aspects of our performance in the future and implement appropriate service improvements.

\* Estimated

# DEPARTMENT OF PLANNING AND ZONING



## PLANNING AND ZONING

### ORIGIN/PURPOSE:

The Department of Planning and Zoning was created by Section 405 of the Harford County Charter and its responsibilities outlined under Article VII, Planning and Zoning, of the Harford County Code. Responsibilities include the preparation, recommendation and enforcement of plans and regulations affecting the physical development and growth of the County, such as the Zoning Map and Zoning Code; the preparation and revision of the County's Master Plans; and the preparation and enforcement of rules and regulations governing subdivisions.

The Department is comprised of three divisions: Director of Planning and Zoning, Comprehensive Planning, and Current Planning. Comprehensive Planning is responsible for long-range planning and research and the Current Planning Division is responsible for enforcement of the development regulations.

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. In order to be compliant with their GASB Statement #34, special revenue accounts were established for the County Ag Preservation (Fund 27) and State Ag Preservation (Fund 28) Programs in FY 02. Prior to FY 02, these programs qualified as "trusts."

### MISSION STATEMENT:

TO FACILITATE BALANCED AND APPROPRIATE GROWTH IN ACCORDANCE WITH THE APPROVED MASTER PLAN

### FY '12 - '13 KEY GOALS:

- 1 TO MAINTAIN THE INTEGRITY OF GROWTH MANAGEMENT STRATEGIES
- 2 TO ENCOURAGE PUBLIC PARTICIPATION AND PROVIDE DEPARTMENTAL OUTREACH
- 3 TO PROVIDE QUALITY CUSTOMER SERVICE AND ENFORCE REGULATIONS IN AN EFFECTIVE AND TIMELY MANNER

## PLANNING AND ZONING

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	3,566,319	3,784,918	3,755,944	3,509,321	3,509,321
20	CONTRACTUAL SERVICES	52,404	48,338	56,300	56,375	56,375
30	SUPPLIES & MATERIALS	17,458	19,796	25,675	24,425	24,425
40	BUSINESS & TRAVEL	13,461	18,309	19,185	20,375	20,375
50	CAPITAL OUTLAY	884	240	4,420,000	0	0
70	MISCELLANEOUS	987,300	100,423	158,299	493,373	493,373
80	INTER-GOVERNMENTAL/INTER-FUND	11,433	11,376	300	100	100
	<b>GRAND TOTAL</b>	<b>4,649,259</b>	<b>3,983,400</b>	<b>8,435,703</b>	<b>4,103,969</b>	<b>4,103,969</b>

### **SUMMARY BY FUND:**

11	GENERAL	3,579,754	3,794,311	3,787,790	3,524,879	3,524,879
27	AG PRESERVATION - COUNTY	809,175	118,225	4,530,913	479,090	479,090
28	AG PRESERVATION - STATE	260,330	70,864	117,000	100,000	100,000
	<b>GRAND TOTAL</b>	<b>4,649,259</b>	<b>3,983,400</b>	<b>8,435,703</b>	<b>4,103,969</b>	<b>4,103,969</b>

### **SUMMARY BY DIVISION:**

#### **GENERAL FUND:**

061000	DIRECTOR OF PLANNING & ZONING	467,293	492,011	500,160	471,066	471,066
062000	COMPREHENSIVE PLANNING	1,372,353	1,545,343	1,493,103	1,407,323	1,407,323
063000	CURRENT PLANNING	1,740,108	1,756,957	1,794,527	1,646,490	1,646,490

#### **AG PRESERVATION - COUNTY**

064270	AG PRESERVATION - COUNTY	809,175	118,225	4,530,913	479,090	479,090
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#### **AG PRESERVATION - STATE**

064280	AG PRESERVATION - STATE	260,330	70,864	117,000	100,000	100,000
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	<b>GRAND TOTAL</b>	<b>4,649,259</b>	<b>3,983,400</b>	<b>8,435,703</b>	<b>4,103,969</b>	<b>4,103,969</b>
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	<b>SUMMARY OF GRANT BUDGETS</b>					<b>22,548</b>
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# STAFF SUMMARY

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>PLANNING AND ZONING - GENERAL FUND</b>						
Administrative Assistant I	2.00	72,648	2.00	72,648	2.00	72,648
Administrative Secretary II	1.00	51,058	1.00	51,058	1.00	51,058
Administrative Specialist II	2.00	131,770	2.00	131,770	2.00	131,770
Clerk Typist	1.00	36,048	1.00	36,048	1.00	36,048
Deputy Director of Planning and Zoning	1.00	116,534	1.00	116,534	1.00	116,534
Director, Planning and Zoning	1.00	110,933	1.00	110,933	1.00	110,933
GIS Analyst I	0.00	0	0.00	0	1.00	47,400
GIS Analyst II	0.00	0	0.00	0	1.00	71,856
GIS Coordinator	1.00	110,944	1.00	110,944	1.00	110,944
GIS Public Access Technician	1.00	56,354	1.00	56,354	1.00	56,354
GIS Technician II	0.00	0	0.00	0	1.00	62,484
Permits Clerk	1.00	31,787	1.00	31,787	1.00	31,787
Permits Review Supervisor	0.00	0	0.00	0	1.00	63,000
Planner I	5.00	207,167	4.00	162,167	4.00	160,260
Planner II	6.00	329,274	6.00	329,274	4.00	219,390
Planner III	8.00	707,052	8.00	707,052	7.00	628,189
Planning Assistant I	1.00	0	1.00	0	2.00	33,100
Planning Assistant II	7.00	352,980	7.00	352,980	6.00	295,506
Programmer Analyst I	1.00	71,856	1.00	71,856	0.00	0
Zoning Inspector II	3.00	156,335	3.00	156,335	3.00	156,335
Zoning Technician	1.00	33,100	1.00	33,100	1.00	33,100
<b>FULL-TIME SALARIES</b>	43.00	2,575,840	42.00	2,530,840	42.00	2,488,696
<b>SALARY OFFSET</b>		(115,412)		(142,740)		(142,740)
<b>TOTAL FULL-TIME SALARIES</b>	43.00	2,460,428	42.00	2,388,100	42.00	2,345,956
<b>TOTAL 27TH PAY COST</b>		0		111,907		0
<b>SUB-TOTAL P &amp; Z - GENERAL</b>	<b>43.00</b>	<b>2,460,428</b>	<b>42.00</b>	<b>2,500,007</b>	<b>42.00</b>	<b>2,345,956</b>

# STAFF SUMMARY

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Planner III		30,000		30,000		30,000
<b>SUB-TOTAL P &amp; Z - AG PRES - STATE</b>	<b>0.00</b>	<b>30,000</b>	<b>0.00</b>	<b>30,000</b>	<b>0.00</b>	<b>30,000</b>

## PLANNING AND ZONING - AG PRESERVATION - COUNTY

Planner II	1.00	47,838	1.00	47,838	1.00	47,838
<b>FULL-TIME SALARIES</b>	1.00	47,838	1.00	47,838	1.00	47,838
<b>TOTAL 27TH PAY COST</b>		0		2,220		0
<b>SUB-TOTAL P &amp; Z - AG PRES - COUNTY</b>	<b>1.00</b>	<b>47,838</b>	<b>1.00</b>	<b>50,058</b>	<b>1.00</b>	<b>47,838</b>

**STAFF SUMMARY**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension		215,142		335,228		228,288
Workers' Compensation		49,707		35,739		39,167
Health Benefits		556,225		602,878		619,262
FICA		199,596		196,154		192,930
Miscellaneous		6,020		5,880		5,880
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>1,026,690</b>		<b>1,175,879</b>		<b>1,085,527</b>

<b><u>PLANNING AND ZONING - DEPARTMENT TOTALS</u></b>						
<b>TOTAL FULL-TIME SALARIES</b>	44.00	2,653,678	43.00	2,608,678	43.00	2,566,534
<b>TOTAL SALARY OFFSET</b>		(115,412)		(142,740)		(142,740)
<b>TOTAL OTHER PERSONAL SERVICES</b>		1,026,690		1,175,879		1,085,527
<b>TOTAL 27TH PAY COST</b>		0		114,127		0
<b>PLANNING &amp; ZONING SALARY TOTAL</b>	<b>44.00</b>	<b>3,564,956 *</b>	<b>43.00</b>	<b>3,755,944</b>	<b>43.00</b>	<b>3,509,321</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## PLANNING AND ZONING

### GENERAL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	3,463,824	3,675,718	3,646,632	3,403,906	3,403,906
20	CONTRACTUAL SERVICES	52,404	48,338	55,800	56,025	56,025
30	SUPPLIES & MATERIALS	17,397	18,182	23,875	22,775	22,775
40	BUSINESS & TRAVEL	13,215	17,724	18,635	19,525	19,525
50	CAPITAL OUTLAY	884	240	20,000	0	0
70	MISCELLANEOUS	20,597	22,733	22,548	22,548	22,548
80	INTER-GOVERNMENTAL/INTER-FUND	11,433	11,376	300	100	100
	<b>GRAND TOTAL</b>	<b>3,579,754</b>	<b>3,794,311</b>	<b>3,787,790</b>	<b>3,524,879</b>	<b>3,524,879</b>
<b><u>SUMMARY BY FUND:</u></b>						
11	GENERAL	3,579,754	3,794,311	3,787,790	3,524,879	3,524,879
	<b>GRAND TOTAL</b>	<b>3,579,754</b>	<b>3,794,311</b>	<b>3,787,790</b>	<b>3,524,879</b>	<b>3,524,879</b>
<b><u>SUMMARY BY DIVISION:</u></b>						
061000	DIRECTOR OF PLANNING & ZONING	467,293	492,011	500,160	471,066	471,066
062000	COMPREHENSIVE PLANNING	1,372,353	1,545,343	1,493,103	1,407,323	1,407,323
063000	CURRENT PLANNING	1,740,108	1,756,957	1,794,527	1,646,490	1,646,490
	<b>GRAND TOTAL</b>	<b>3,579,754</b>	<b>3,794,311</b>	<b>3,787,790</b>	<b>3,524,879</b>	<b>3,524,879</b>

**DEPARTMENT STAFF SUMMARY**

**PLANNING AND ZONING - GENERAL FUND**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	72,648	2.00	72,648	2.00	72,648
Administrative Secretary II	1.00	51,058	1.00	51,058	1.00	51,058
Administrative Specialist II	2.00	131,770	2.00	131,770	2.00	131,770
Clerk Typist	1.00	36,048	1.00	36,048	1.00	36,048
Deputy Director of Planning and Zoning	1.00	116,534	1.00	116,534	1.00	116,534
Director, Planning and Zoning	1.00	110,933	1.00	110,933	1.00	110,933
GIS Analyst I	0.00	0	0.00	0	1.00	47,400
GIS Analyst II	0.00	0	0.00	0	1.00	71,856
GIS Coordinator	1.00	110,944	1.00	110,944	1.00	110,944
GIS Public Access Technician	1.00	56,354	1.00	56,354	1.00	56,354
GIS Technician II	0.00	0	0.00	0	1.00	62,484
Permits Clerk	1.00	31,787	1.00	31,787	1.00	31,787
Permits Review Supervisor	0.00	0	0.00	0	1.00	63,000
Planner I	5.00	207,167	4.00	162,167	4.00	160,260
Planner II	6.00	329,274	6.00	329,274	4.00	219,390
Planner III	8.00	707,052	8.00	707,052	7.00	628,189
Planning Assistant I	1.00	0	1.00	0	2.00	33,100
Planning Assistant II	7.00	352,980	7.00	352,980	6.00	295,506
Programmer Analyst I	1.00	71,856	1.00	71,856	0.00	0
Zoning Inspector II	3.00	156,335	3.00	156,335	3.00	156,335
Zoning Technician	1.00	33,100	1.00	33,100	1.00	33,100
<b>FULL-TIME SALARIES</b>	43.00	2,575,840	42.00	2,530,840	42.00	2,488,696
<b>SALARY OFFSET</b>		(115,412)		(142,740)		(142,740)
<b>SALARY TOTAL</b>	43.00	2,460,428	42.00	2,388,100	42.00	2,345,956

# DEPARTMENT STAFF SUMMARY

## PLANNING AND ZONING - GENERAL FUND

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension		211,219		329,009		223,983
Workers' Compensation		48,167		34,624		37,880
Health Benefits		540,395		584,758		601,077
FICA		195,936		192,494		189,270
Miscellaneous		5,880		5,740		5,740
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>1,001,597</b>		<b>1,146,625</b>		<b>1,057,950</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>111,907</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>43.00</b>	<b>3,462,025 *</b>	<b>42.00</b>	<b>3,646,632</b>	<b>42.00</b>	<b>3,403,906</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: PLANNING AND ZONING**

**DIVISION: Director of Planning and Zoning**

**INDEX: 061000**

**ORIGIN/PURPOSE:**

The Director of Planning and Zoning is responsible for the performance of all functions within the Department to ensure proper and legal County development, thus preserving the general integrity and welfare of the community. As mandated by Harford County Code, Chapter 16, Article V, Section 24, the department is administered by a professional planner who supervises, directs, and supports a complement of staff personnel and collateral agencies and programs. The Director is also required to analyze and monitor divisional budgetary expenditures to maintain control within approved guidelines.

The Director is mandated to revise and enforce the rules and regulations governing the physical evolution and growth of the County and must maintain an administrative liaison with the County Council to provide that legislative body with sufficient information to render equitable decisions.

**FY '12 - '13 GOAL:**

1 TO MAINTAIN THE INTEGRITY OF GROWTH MANAGEMENT STRATEGIES

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	451,409	474,873	494,375	464,841	464,841
20	CONTRACTUAL SERVICES	2,382	2,158	2,450	2,450	2,450
30	SUPPLIES & MATERIALS	586	984	875	875	875
40	BUSINESS & TRAVEL	1,540	2,620	2,160	2,800	2,800
80	INTERGOVERNMENTAL/INTERFUND	11,376	11,376	300	100	100
	<b>GRAND TOTAL</b>	<b>467,293</b>	<b>492,011</b>	<b>500,160</b>	<b>471,066</b>	<b>471,066</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>467,293</b>	<b>492,011</b>	<b>500,160</b>	<b>471,066</b>	<b>471,066</b>

**DEPARTMENT: PLANNING AND ZONING****DIVISION: Director of Planning and Zoning****INDEX: 061000****FINANCIAL NOTES:**

The (\$29,094) net decrease in funding for Planning and Zoning - Director of Planning and Zoning is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	15,949	0	(15,949) One-time FY 12 funds provided for 27th pay
o	689	792	103 Workers' Compensation rate adjustments per Treasury's estimates
o	62,506	62,594	88 Health Benefits adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	44,773	30,997	(13,776) Pension/Retirement rate adjustments per Treasury's estimates
o	4,460	4,900	440 Line items adjusted, based on actual expense history

	<b>FY 12</b>	<b>FY 13</b>	<b>Change</b>	
	1,400	1,000	(400)	Telephone Service
	600	1,000	400	Office Equipment Service
	200	250	50	Mileage
	0	50	50	Meals
	150	100	(50)	Parking & Tolls
	300	100	(200)	Fleet Daily Carpool Rentals
	200	300	100	Professional Books
	1,360	1,900	540	Membership Fees & Dues
	250	200	(50)	Training, Seminars, Courses
	<u>4,460</u>	<u>4,900</u>	<u>440</u>	

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# DIVISION STAFF SUMMARY

DEPARTMENT: PLANNING AND ZONING - GENERAL FUND  
DIVISION: DIRECTOR OF PLANNING AND ZONING

Index No. 061000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary II	1.00	51,058	1.00	51,058	1.00	51,058
Administrative Specialist II	1.00	65,885	1.00	65,885	1.00	65,885
Deputy Director of Planning and Zoning	1.00	116,534	1.00	116,534	1.00	116,534
Director, Planning and Zoning	1.00	110,933	1.00	110,933	1.00	110,933
<b>SALARY TOTAL</b>	<b>4.00</b>	<b>344,410</b>	<b>4.00</b>	<b>344,410</b>	<b>4.00</b>	<b>344,410</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		28,242		44,773		30,997
Workers' Compensation		964		689		792
Health Benefits		54,586		62,506		62,594
FICA		25,488		25,488		25,488
Miscellaneous		560		560		560
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>109,840</b>		<b>134,016</b>		<b>120,431</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>15,949</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>4.00</b>	<b>454,250 *</b>	<b>4.00</b>	<b>494,375</b>	<b>4.00</b>	<b>464,841</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## PLANNING & ZONING - DIRECTOR'S OFFICE OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To maintain the integrity of Growth Management Strategies.

### **Department Objective**

To maintain consistency of growth management practices by promoting and implementing programs through research and/or legislation on a yearly basis.

### **County Goal(s) Supported**

IV. Economic Opportunity

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated/expended	\$405,283	\$451,409	\$474,873	\$494,375	\$464,841
Number of staff	3	4	4	4	4
<b><u>Output:</u></b>					
Number of programs initiated	4	6	8	7	4
<b><u>Efficiency:</u></b>					
Number of programs completed or adopted	4	7	7	5	4
<b><u>Service Quality:</u></b>					
Number of public meetings held for initiatives	7	6	8	5	6
<b><u>Outcome:</u></b>					
Percent of initiated growth management programs completed or passed	100%	117%	88%	71%	125%

### **Explanation and Analysis of Performance Measures**

By initiating changes to legislation we encourage smart growth and preservation of land and resources.

FY09 Initiated: Comprehensive Zoning, Natural Resources Element Plan, 2 Historic Landmark designations.

FY09 Completed or Passed: Zoning Code rewrite, Subdivision Regulations rewrite, 2 Historic Landmark designations.

FY10 Initiated: Transportation Element Plan, Historic Element Plan, Zoning Code corrections/clarifications (housekeeping); APF; Construction Services parcel area, Subdivision Regulations - APF

FY 10 Completed or Passed: Comprehensive Zoning, Natural Resources Element Plan, Transportation Element Plan; Zoning Code - Housekeeping Bill; APF; Construction Services; Subdivision Regulations - APF

FY11 Initiated: Critical Area Program Update, Land Use Plan Update, Floodplain Management Program Update; Historic Landmarks; Buffer yards for Ag properties; Zoning Code corrections/clarifications (housekeeping); Critical Area - Zoning Code and Subdivision Regulations.

FY11 Completed or Passed: Critical Area Program Update; Historic Element Plan; Historic Landmarks; Buffer yards for Ag properties; Zoning Code (housekeeping); Critical Area - Zoning Code and Subdivision Regulations.

Floodplain Management Program expected to be complete FY 14/15.

FY12 Initiated: Bike/Ped Master Plan; Historic Landmark designation; Zoning Code update; AG Preservation; State Mandate SB236 (Sustainable Growth and Ag Preservation Act of 2012); Plan Maryland; Watershed Implementation Plan.

FY 12 Completed or Passed: Land Use Element Plan; Historic Landmark designation; Zoning Code update; AG Preservation; Watershed Implementation Plan.

Plan Maryland expected to be complete FY 14.

### **Major Related Plans and Policies**

Harford County Land Use Plan; Harford County Zoning Code

**DEPARTMENT: PLANNING AND ZONING****DIVISION: Comprehensive Planning****INDEX: 062000****ORIGIN/PURPOSE:**

The responsibility of the Comprehensive Planning Division is to prepare the long-range plans guiding the physical growth of the County. This responsibility requires substantial research and data collection on land use and demographic and economic trends. Additionally, this division is required to prepare ordinances and suggest programs to implement those plans.

The Division also manages grants from State agencies to support particular planning projects in the County, including: Transportation Management Program, the Chesapeake Bay Critical Area Program, and Coastal Zone Management Program.

This Division also has the responsibility of maintaining and sustaining the Geographic Information System (GIS) as well as providing technical support of the GIS system to all of the County Department and agencies.

**FY '12 - '13 GOALS:**

- 2 TO ENCOURAGE PUBLIC PARTICIPATION AND PROVIDE DEPARTMENTAL OUTREACH
- 3 TO PROVIDE QUALITY CUSTOMER SERVICE AND ENFORCE REGULATIONS IN AN EFFECTIVE AND TIMELY MANNER

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	1,310,641	1,485,002	1,409,480	1,343,825	1,343,825
20	CONTRACTUAL SERVICES	29,833	23,530	23,700	23,925	23,925
30	SUPPLIES & MATERIALS	5,787	5,396	8,200	7,600	7,600
40	BUSINESS & TRAVEL	5,438	8,682	9,175	9,425	9,425
50	CAPITAL OUTLAY	0	0	20,000	0	0
70	MISCELLANEOUS	20,597	22,733	22,548	22,548	22,548
80	INTER-GOVERNMENTAL/INTER-FUND	57	0	0	0	0
	<b>GRAND TOTAL</b>	<b>1,372,353</b>	<b>1,545,343</b>	<b>1,493,103</b>	<b>1,407,323</b>	<b>1,407,323</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	<b>1,372,353</b>	<b>1,545,343</b>	<b>1,493,103</b>	<b>1,407,323</b>	<b>1,407,323</b>

**DEPARTMENT: PLANNING AND ZONING****DIVISION: Comprehensive Planning****INDEX: 062000****FINANCIAL NOTES:**

The (\$85,780) net decrease in funding for Planning and Zoning - Comprehensive Planning is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	43,912	0	(43,912) One-time FY 12 funds provided for 27th pay
o	922,091	920,184	(1,907) Full-Time Salaries (1,907) Staff Turnover <u>(0.21%)</u>
o	203,293	223,592	20,299 Health Benefits adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	138,428	95,663	(42,765) Pension/Retirement rate adjustments per Treasury's estimates
o	18,313	21,089	2,776 Workers' Compensation rate adjustments per Treasury's estimates
o	12,150	12,400	250 Data Processing Software - Maintenance - share of GIS Maintenance @ \$11,200; McTran maintenance @ \$250; and BMC T+ maintenance @ \$950.
o	400	1,275	875 Office Equipment Service - funds provide for maintenance agreement for plotter acquired in FY 12

**INDEX: 062000**

	FY 12	FY 13	CHANGE
o	13,150	11,900	(1,250) Line items significantly adjusted, based on actual expense history:
			FY 12      FY 13      Change
			9,300          9,000          (300) Office Equipment
			1,000          500          (500) Legal Notice
			100            0          (100) Other Professional Services
			1,000          500          (500) Printing - Commercial
			200            100          (100) Delivery Charges
			50             100          50 Parking & Tolls
			<u>1,500</u> <u>1,700</u> <u>200</u> Membership Fees & Dues
			<u><u>13,150</u></u> <u><u>11,900</u></u> <u><u>(1,250)</u></u>
o	22,548	22,548	0 County Match/Transfers Out - Unified Planning Work Program (UPWP) for Transportation Planning match
o	20,000	0	(20,000) Equipment - no equipment is recommended in FY 13

# DIVISION STAFF SUMMARY

DEPARTMENT: PLANNING AND ZONING - GENERAL FUND

DIVISION: COMPREHENSIVE PLANNING

Index No. 062000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist II	1.00	65,885	1.00	65,885	1.00	65,885
GIS Analyst I	0.00	0	0.00	0	1.00	47,400 A
GIS Analyst II	0.00	0	0.00	0	1.00	71,856 B
GIS Coordinator	1.00	110,944	1.00	110,944	1.00	110,944
GIS Public Access Technician	1.00	56,354	1.00	56,354	1.00	56,354
GIS Technician II	0.00	0	0.00	0	1.00	62,484 C
Planner I	4.00	167,267	3.00	122,267	3.00	120,360
Planner II	4.00	234,036	4.00	234,036	2.00	124,152
Planner III	4.00	370,389	4.00	370,389	4.00	370,389
Programmer Analyst I	1.00	71,856	1.00	71,856	0.00	0
Zoning Technician	1.00	33,100	1.00	33,100	1.00	33,100
<b>FULL-TIME SALARIES</b>	17.00	1,109,831	16.00	1,064,831	16.00	1,062,924
<b>SALARY OFFSET</b>		(115,412)		(142,740)		(142,740) D
<b>SALARY TOTAL</b>	<b>17.00</b>	<b>994,419</b>	<b>16.00</b>	<b>922,091</b>	<b>16.00</b>	<b>920,184</b>

# DIVISION STAFF SUMMARY

DEPARTMENT: PLANNING AND ZONING - GENERAL FUND  
DIVISION: COMPREHENSIVE PLANNING

Index No. 062000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		91,006		138,428		95,663
Workers' Compensation		26,768		18,313		21,089
Health Benefits		190,916		203,293		223,592
FICA		84,645		81,203		81,057
Miscellaneous		2,380		2,240		2,240
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>395,715</b>		<b>443,477</b>		<b>423,641</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>43,912</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>17.00</b>	<b>1,390,134 *</b>	<b>16.00</b>	<b>1,409,480</b>	<b>16.00</b>	<b>1,343,825</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Planner II position reclassified to GIS Analyst I - #0175

B - One (1) Programmer Analyst I position reclassified to GIS Analyst II - #1963

C - One (1) Planner II position reclassified to GIS Technician II - #2605

D - Salary Offset reflects anticipated funding available from Ag Preservation - State and the Unified Planning Work Program (UPWP) grant

## PLANNING & ZONING - COMPREHENSIVE PLANNING DIVISION

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To encourage public participation and provide departmental outreach.

#### **Department Objective**

To respond to requests for community presentations and provide educational awareness programs, including the promotion of agricultural and historic preservation and environmental protection, by conducting meetings, events, or other presentations yearly, and by promoting opportunities for public participation.

#### **County Goal(s) Supported**

II. Education

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated/expended	\$1,359,720	\$1,310,641	\$1,485,002	\$1,409,480	\$1,343,825
Number of staff	17	17	17	16	16
<b><u>Output:</u></b>					
Number of public meetings scheduled	184	123	112	106	106
<b><u>Efficiency:</u></b>					
Amount of staff dollars spent per meeting	\$7,390	\$10,655	\$13,259	\$14,682	\$13,998
<b><u>Service Quality:</u></b>					
Number of meetings held in comparison to number of meeting scheduled	184 scheduled and 175 held	123 scheduled and 118 held	112 scheduled and 99 held	106 scheduled and 96 held	106 scheduled and 96 held
<b><u>Outcome:</u></b>					
Percentage of meetings that were successfully held	95%	96%	88%	91%	91%

#### **Explanation and Analysis of Performance Measures**

Through advisory boards, commissions, and community presentations, we encourage public participation in our planning programs and processes. Participation in presentations promoting preservation programs as well as educational and community related functions to helps us to promote programs.

#### **Major Related Plans and Policies**

Harford County Land Use Plan; Harford County Zoning Code

## PLANNING & ZONING - COMPREHENSIVE PLANNING DIVISION

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To provide quality customer service and enforce regulations in an effective and timely manner.

#### **Department Objective**

To maintain a response time of 5 working days or less to written inquiries and/or requests for information regarding comprehensive planning issues.

#### **County Goal(s) Supported**

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated/expended	\$1,359,720	\$1,310,641	\$1,485,002	\$1,409,480	\$1,343,825
Number of staff	17	17	17	16	16
<b><u>Output:</u></b>					
Number of written inquiries/requests for information	1,125	1,164	1,304	1,100	1,100
<b><u>Efficiency:</u></b>					
Amount of staff dollars spent per inquiry/request	\$1,209	\$1,126	\$1,066	\$1,281	\$1,222
<b><u>Service Quality:</u></b>					
Average number of days to respond to each inquiry/request	1/2 day	1 day	1 day	1 day	1 day
<b><u>Outcome:</u></b>					
Percent of inquiries/requests responded to within the 5 day goal	100%	97%	98%	98%	98%

#### **Explanation and Analysis of Performance Measures**

By keeping the number of working days required to respond to informational requests at 5 or less, we maintain an efficient process in Comprehensive Planning. (Note, this does not include technical analysis or study work.)

#### **Major Related Plans and Policies**

Harford County Land Use Plan; Harford County Zoning Code

**DEPARTMENT: PLANNING AND ZONING****DIVISION: Current Planning****INDEX: 063000****ORIGIN/PURPOSE:**

The primary responsibility of the Current Planning Division is to enforce the Zoning Code and Subdivision Regulations of the County, including provisions for protection of the natural environment. The Division is comprised of three sections: Development Review, Permits Review and Zoning Enforcement, as well as a planner handling Board of Appeals.

The Development Review Section examines subdivision plans and detailed site plans for all proposed development to ensure compliance with all applicable requirements of the Zoning Code and Subdivision Regulations.

The Permits Review Section has responsibility for coordinating the review and approval of all building permits in conjunction with other County and State agencies. A staff planner is assigned to the coordination of applications with the Board of Appeals and preparation of staff reports.

The Zoning Enforcement Section is responsible for zoning inspections and litigation of violations.

**FY '12 - '13 GOALS:**

- 1 TO ENCOURAGE PUBLIC PARTICIPATION AND PROVIDE DEPARTMENTAL OUTREACH
- 2 TO PROVIDE QUALITY CUSTOMER SERVICE AND ENFORCE REGULATIONS IN AN EFFECTIVE AND TIMELY MANNER

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	1,701,774	1,715,843	1,742,777	1,595,240	1,595,240
20	CONTRACTUAL SERVICES	20,189	22,650	29,650	29,650	29,650
30	SUPPLIES & MATERIALS	11,024	11,802	14,800	14,300	14,300
40	BUSINESS & TRAVEL	6,237	6,422	7,300	7,300	7,300
50	CAPITAL OUTLAY	884	240	0	0	0
	<b>GRAND TOTAL</b>	<b>1,740,108</b>	<b>1,756,957</b>	<b>1,794,527</b>	<b>1,646,490</b>	<b>1,646,490</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>1,740,108</b>	<b>1,756,957</b>	<b>1,794,527</b>	<b>1,646,490</b>	<b>1,646,490</b>

**DEPARTMENT: PLANNING AND ZONING****DIVISION: Current Planning****INDEX: 063000****FINANCIAL NOTES:**

The (\$148,037) net decrease in funding for Planning and Zoning - Current Planning is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	1,121,599	1,081,362	(40,237) Full Time Salaries (40,237) Staff Turnover <u>(3.59%)</u>
o	52,046	0	(52,046) One-time FY 12 funds provided for 27th pay
o	318,959	314,891	(4,068) Health Benefits adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	145,808	97,323	(48,485) Pension/Retirement rate adjustments per Treasury's estimates
o	15,622	15,999	377 Workers' Compensation rate adjustments per Treasury's estimates
o	85,803	82,725	(3,078) FICA adjustments
o	6,500	6,000	(500) General Office Mailing decrease based on actual expense history
o	5,000	5,000	0 Professional Services - funding for cell tower reviews

# DIVISION STAFF SUMMARY

DEPARTMENT: PLANNING AND ZONING - GENERAL FUND  
DIVISION: CURRENT PLANNING

Index No. 063000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	72,648	2.00	72,648	2.00	72,648
Clerk Typist	1.00	36,048	1.00	36,048	1.00	36,048
Permits Clerk	1.00	31,787	1.00	31,787	1.00	31,787
Permits Review Supervisor	0.00	0	0.00	0	1.00	63,000 A
Planner I	1.00	39,900	1.00	39,900	1.00	39,900
Planner II	2.00	95,238	2.00	95,238	2.00	95,238
Planner III	4.00	336,663	4.00	336,663	3.00	257,800
Planning Assistant I	1.00	0	1.00	0	2.00	33,100 B
Planning Assistant II	7.00	352,980	7.00	352,980	6.00	295,506
Zoning Inspector II	3.00	156,335	3.00	156,335	3.00	156,335
<b>SALARY TOTAL</b>	<b>22.00</b>	<b>1,121,599</b>	<b>22.00</b>	<b>1,121,599</b>	<b>22.00</b>	<b>1,081,362</b>

# DIVISION STAFF SUMMARY

DEPARTMENT: PLANNING AND ZONING - GENERAL FUND  
DIVISION: CURRENT PLANNING

Index No. 063000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		91,971		145,808		97,323
Workers' Compensation		20,435		15,622		15,999
Health Benefits		294,893		318,959		314,891
FICA		85,803		85,803		82,725
Miscellaneous		2,940		2,940		2,940
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>496,042</b>		<b>569,132</b>		<b>513,878</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>52,046</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>22.00</b>	<b>1,617,641 *</b>	<b>22.00</b>	<b>1,742,777</b>	<b>22.00</b>	<b>1,595,240</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Planner III position filled as a Permits Review Supervisor - #2614

B - One (1) vacant Planning Assistant I position remains unfunded in FY 13 due to state of the economy - #1282

One (1) vacant Planning Assistant II position budgeted as a Planning Assistant I - #0187

## PLANNING & ZONING - CURRENT PLANNING DIVISION OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide quality customer service and enforce regulations in an effective and timely manner.

### **Department Objective**

To maintain a response time of 4 days or less from initial zoning enforcement complaint to initial inspection; and to maintain a response time of 30 working days or less to written inquiries and/or requests for information as requested for current planning issues.

### **County Goal(s) Supported**

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated/expended	\$1,740,827	\$1,701,774	\$1,617,641	\$1,742,777	\$1,595,240
Number of staff	23	22	22	22	22
<b><u>Output:</u></b>					
Number of zoning inspection cases	1,046	935	1,071	1,000	1,000
Number of written requests for information	269	252	315	320	320
<b><u>Efficiency:</u></b>					
Amount of staff dollars spent per zoning inspection case	\$1,664	\$1,820	\$1,510	\$1,743	\$1,595
Amount of staff dollars spent per informational item request	\$6,471	\$6,753	\$5,135	\$5,446	\$4,985
<b><u>Service Quality:</u></b>					
Average number of days to respond to each zoning case	4 days	4 days	4 days	4 days	4 days
Average number of days to respond to each informational request	4 days	3 days	3 days	3 days	3 days
<b><u>Outcome:</u></b>					
Percent of zoning inspection cases that receive a response within the target time	81%	89%	92%	85%	85%
Percent of written inquiries and/or requests for information that are fulfilled within the 30 day requirement	100%	100%	99%	99%	99%

### **Explanation and Analysis of Performance Measures**

By tracking the number of working days required to perform initial inspection of property after receiving inquiry/complaint, and the number of working days to respond to requests for information, we maintain an efficient process in zoning enforcement. (Please note, this does not include technical analysis requests, or Development Review projects.)

### **Major Related Plans and Policies**

Harford County Land Use Plan; Harford County Zoning Code

**DEPARTMENT: PLANNING AND ZONING**

**DIVISION: Agricultural Preservation - County**

**INDEX: 064270**

**ORIGIN/PURPOSE:**

The Maryland General Assembly enacted House Bill No. 1481, effective July 1, 1992, authorizing the Harford County Council to impose a Transfer Tax. Subsequently, the County Council enacted Bill No. 93-3 to add new Article IV, Transfer Tax, to Chapter 123, Finance and Taxation, of the Harford County Code which imposes a 1% Transfer Tax on any instruments of writing that convey title to, or a leasehold interest in, real property, effective July 1, 1993. The proceeds are to be distributed:

50% to the County's Agricultural Land Preservation Program

50% to fund school site acquisition, school construction, or school debt service.

With the approval of a majority of voters, an amendment to Section 524, Indebtedness, of Article V, Budget and Finance, of the Harford County Charter, effective December 3, 1992, was enacted, allowing the County to enter into installment contracts to purchase easements for agricultural land preservation purposes. These purchases are to be primarily funded with a Transfer Tax.

In addition, the County Council, via Bill No. 93-2, enacted that new Article II, Agricultural Land Preservation Program, be added to Chapter 60, Agriculture, of the Harford County Code, effective April 6, 1993, establishing the Harford County Agricultural Land Preservation Program (HALPP) to preserve productive agricultural land and woodland which provides for the continued production of food and fiber for the citizens of the County. The program is administered by the Department of Planning and Zoning and the Harford County Agricultural Advisory Board.

The Harford County Agricultural Land Preservation Program allows land owners to preserve productive farmland for future generations through the use of conservation easements; in addition the land owner receives payment for selling their development rights and/or a tax credit.

All easement purchases are handled through an Installment Purchase Agreement (IPA) between the County and the seller. The agreement includes the total amount of money that the County has agreed to pay, and sets the terms of that agreement, including the fixed interest rate on which the landowner will receive annual payments. An IPA is 20 years in length with interest and a small portion of the principal being paid annually. At the end of the term of the IPA, the landowner will receive a lump sum payment constituting the remainder of the principal. This final payment is made with the proceeds of a stripped-coupon U.S. Treasury obligation purchased at settlement and held by the County until maturity.

As of June 2012, the County has acquired 46,871 acres of farmland through County and State Agricultural Preservation Programs along with donated easements.

**DEPARTMENT: PLANNING AND ZONING****DIVISION: Agricultural Preservation - County****INDEX: 064270****ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONNEL SERVICES	72,495	79,200	79,312	75,415	75,415
50	CAPITAL OUTLAY	0	0	4,400,000	0	0
70	MISCELLANEOUS	736,680	39,025	51,601	403,675	403,675
	<b>GRAND TOTAL</b>	<b>809,175</b>	<b>118,225</b>	<b>4,530,913</b>	<b>479,090</b>	<b>479,090</b>
	<b><u>SUMMARY BY FUND:</u></b>					
27	AG PRESERVATION - COUNTY	<b>809,175</b>	<b>118,225</b>	<b>4,530,913</b>	<b>479,090</b>	<b>479,090</b>
	<b><u>SUMMARY BY DIVISION:</u></b>					
064270	AG PRESERVATION - COUNTY	809,175	118,225	4,530,913	479,090	479,090
	<b>GRAND TOTAL</b>	<b>809,175</b>	<b>118,225</b>	<b>4,530,913</b>	<b>479,090</b>	<b>479,090</b>

**DEPARTMENT: PLANNING AND ZONING****DIVISION: Agricultural Preservation - County****INDEX: 064270****FINANCIAL NOTES:**

The (\$4,051,823) net decrease in funding for Agricultural Preservation - County Program is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	2,220	0	(2,220) One-time FY 12 funds provided for 27th pay
o	6,219	4,305	(1,914) Pension/Retirement rate adjustments per Treasury's estimates
o	1,115	1,287	172 Workers' Compensation rate adjustments per Treasury's estimates
o	18,120	18,185	65 Health Benefits adjusted for 5% cost increase and staff opting for changes in level of coverage
o	4,400,000	0	(4,400,000) Agricultural Preservation intangibles - decrease funding in anticipation of no land easements to be acquired under County Program
o	51,601	0	(51,601) Unanticipated Needs - excess funds over the amount anticipated for ag purchases based on estimated revenues.
o	0	403,675	403,675 Agricultural Preservation increase in funding in anticipation of land easements to be acquired under State Program

# DIVISION STAFF SUMMARY

DEPARTMENT: PLANNING AND ZONING - AG PRESERVATION - COUNTY  
DIVISION: AG PRESERVATION - COUNTY

Index No. 064270

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Planner II	1.00	47,838	1.00	47,838	1.00	47,838
<b>SALARY TOTAL</b>	<b>1.00</b>	<b>47,838</b>	<b>1.00</b>	<b>47,838</b>	<b>1.00</b>	<b>47,838</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		3,923		6,219		4,305
Workers' Compensation		1,540		1,115		1,287
Health Benefits		15,830		18,120		18,185
FICA		3,660		3,660		3,660
Miscellaneous		140		140		140
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>25,093</b>		<b>29,254</b>		<b>27,577</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>2,220</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>1.00</b>	<b>72,931 *</b>	<b>1.00</b>	<b>79,312</b>	<b>1.00</b>	<b>75,415</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: PLANNING AND ZONING**

**DIVISION: Agricultural Preservation - State**

**INDEX: 064280**

**ORIGIN/PURPOSE:**

The Maryland Agricultural Land Preservation Foundation (MALPF) was created in 1977 by the Maryland General Assembly to preserve productive agricultural land and woodland, via the Purchase of Development Rights (PDR), to provide for the continued production of food and fiber for all citizens of the State. Farmland was also intended to help curb the random expansion of urban development.

MALPF, along with the Maryland Department of Planning, co-administers the Certification of Local Agricultural Land Preservation Programs. MALPF is mainly funded with:

- o a portion of the State's Property Transfer Tax, which is assessed on all real property transfers
- o Local subdivision matching funds for easement purchases
- o a State Agricultural Land Transfer Tax, which is imposed on all transfers of title in agricultural land taken out of production. Local subdivisions are required to collect the revenue generated by this tax; these funds are then shared with the local as follows:
  - ◇ Maryland counties, without Certified Agricultural Land Preservation Programs are required to remit two-thirds of the revenue to MALPF. They retain one-third for agricultural land preservation purposes.
  - ◇ Counties that have a Certified Local Agricultural Land Preservation Program may retain 75% of the Agricultural Transfer Tax collected, for preservation purposes, and are required to remit only 25% to the Foundation.

As of June 2012, the County has acquired 46,871 acres of farmland through County and State Agricultural Preservation Programs along with donated easements.

**DEPARTMENT: PLANNING AND ZONING**

**DIVISION: Agricultural Preservation - State**

**INDEX: 064280**

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	30,000	30,000	30,000	30,000	30,000
20	CONTRACTUAL SERVICES	0	0	500	350	350
30	SUPPLIES AND MATERIALS	61	1,614	1,800	1,650	1,650
40	BUSINESS AND TRAVEL	246	585	550	850	850
70	MISCELLANEOUS	230,023	38,665	84,150	67,150	67,150
	<b>GRAND TOTAL</b>	<b>260,330</b>	<b>70,864</b>	<b>117,000</b>	<b>100,000</b>	<b>100,000</b>
<b><u>FUNDING SOURCE:</u></b>						
28	AGRICULTURAL PRESERVATION - STATE	260,330	70,864	117,000	100,000	100,000
<b><u>SUMMARY BY DIVISION:</u></b>						
064280	AGRICULTURAL PRESERVATION - STATE	260,330	70,864	117,000	100,000	100,000
		<b>260,330</b>	<b>70,864</b>	<b>117,000</b>	<b>100,000</b>	<b>100,000</b>

**INDEX: 064280**

FY 12	FY 13	Change	
0	100	100	General Office Mailing
500	250	(250)	Other Supplies & Materials
0	300	300	Training Seminars
<u>500</u>	<u>650</u>	<u>150</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: PLANNING AND ZONING - AG PRESERVATION - STATE  
 DIVISION: AG PRESERVATION - STATE

Index No. 064280

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Planner III		<u>30,000</u>		<u>30,000</u>		<u>30,000</u>
<b>TOTAL PERSONAL SERVICES</b>		<u><b>30,000</b></u> *		<u><b>30,000</b></u>		<u><b>30,000</b></u>

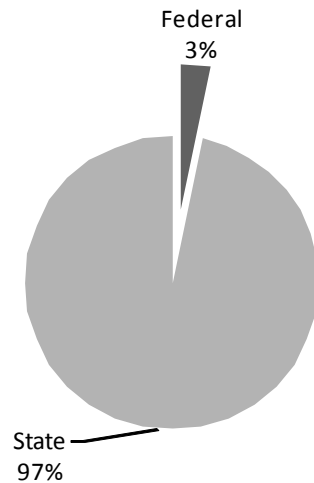
\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

# FY13 Anticipated Grant Award Dollars

(July 1, 2012 to June 30, 2013)

## DEPARTMENT OF PLANNING & ZONING

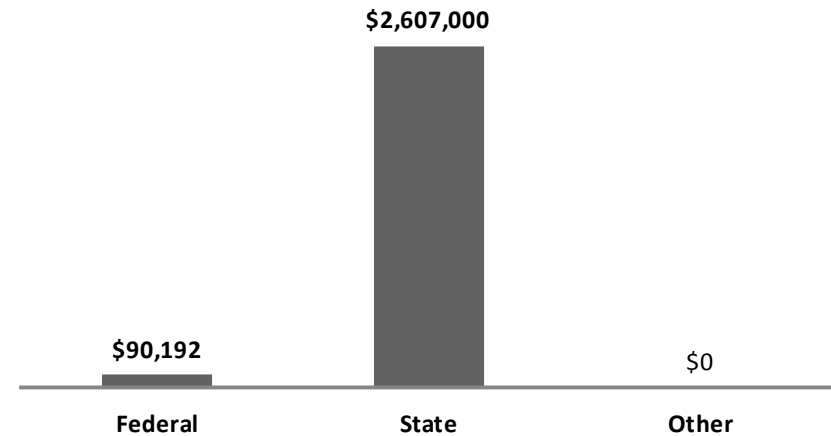
% of Anticipated Grant Dollars by Funder



# of Anticipated Grant Awards: 3

Federal	1
State	2
State/Other	0
Other	0

Anticipated Grant Award Dollars (\$2,697,192) \*



*Requested County Match \$22,548*

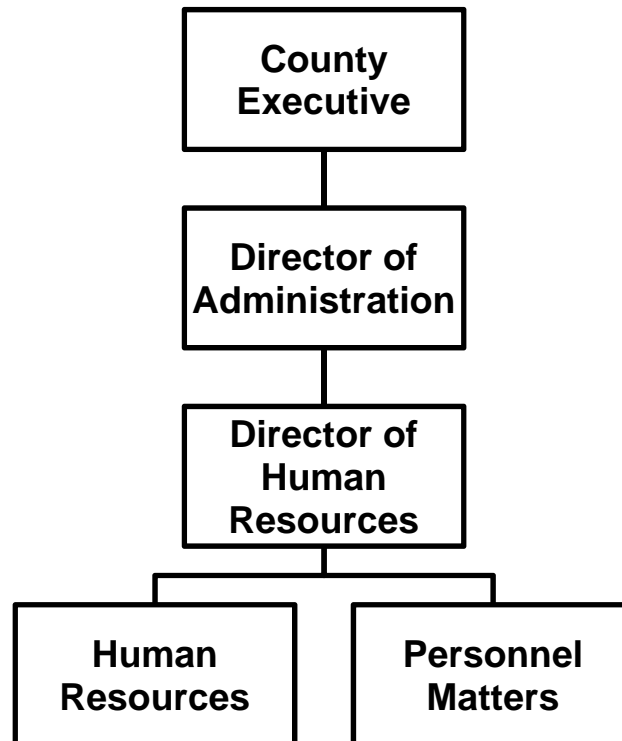
*\* Does not include County Match or Capital Projects*

Anticipated Federal funding will support the Regional Transportation Planning Process that is essential to the work program outlined in the federally mandated Metropolitan Planning Organization. Work activities will include preparation of the Transportation Improvement Program to Regional Cooperative forecasting of population growth throughout the region.

Department of Planning & Zoning - Anticipated FY13 Grants								
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time	COUNTY'S OBLIGATION WHEN GRANT ENDS
		Federal	State	Other	County Match			
United Transportation Work Program	This grant supports the Regional Transportation Planning Process that is essential to the work program outlined in the federally mandated Metropolitan Planning Organization. Work activities include everything from preparation of the Transportation Improvement Program to Regional Cooperative forecasting of population growth throughout the region.	\$90,192			\$22,548	7/1/12 - 6/30/13	Recurring	\$112,740
Rural Legacy Program	The Rural Legacy Program provides the focus and funding necessary to protect large, contiguous tracts of land and other strategic areas from sprawl development and to enhance natural resource, agricultural, forestry and environmental protection through cooperative efforts among state and local governments and land trusts.		\$ 2,596,000			7/1/12- 6/30/13	One Time	
Critical Area Management Program	This grant supports staff in implementing the Harford County Chesapeake Bay Critical Area Management Program. The grant contributes to the salary of one or more full time budget funded employees and sometimes includes the cost of printing, postage, etc.		\$11,000			7/1/12 - 6/30/13	Recurring	\$11,000
TOTALS		\$90,192	\$2,607,000	\$0	\$22,548			\$123,740
<b>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH</b>	<b>\$2,697,192</b>							

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# DEPARTMENT OF HUMAN RESOURCES



## HUMAN RESOURCES

### ORIGIN/PURPOSE:

The Department of Human Resources was originally formed under Harford County Charter, Article IV, Section 402 (amended by Bill No. 88 - 35) and Sections 601 - 607 as the Office of Personnel. Bill No. 91 - 37 changed the name to more accurately reflect the duties and responsibilities of the department.

The department is divided into four vital areas of responsibility: Recruitment and Selection; Employee Benefits; Wellness & Training; Classification, Compensation and Labor Relations. Administration of the Personnel Code, formulation and administration of employment related policies and procedures, and general employee relations activities are also responsibilities of the department.

### MISSION STATEMENT:

PROMOTE A POSITIVE ATTITUDE WITHIN THE WORKFORCE THROUGH COMMUNICATION AND EDUCATION OF POLICIES, PROCEDURES AND PROGRAMS WITH SUPPORT, EQUALITY, TRUST AND RESPECT

### FY '12 - '13 KEY GOALS:

- 1 TO INCREASE THE PROFICIENCY OF THE RECRUITMENT AND SELECTION PROCESS AND TO ASCERTAIN THE RETENTION OF EMPLOYEES
- 2 TO EDUCATE AND DEVELOP A HIGHLY TRAINED COUNTY WORKFORCE

## HUMAN RESOURCES

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	6,537,769	1,105,579	1,644,933	1,610,686	1,610,686
20	CONTRACTUAL SERVICES	164,208	159,818	183,784	183,784	183,784
30	SUPPLIES & MATERIALS	6,004	4,533	6,750	6,750	6,750
40	BUSINESS & TRAVEL	44,452	28,766	18,800	18,800	18,800
70	MISCELLANEOUS	11,734	11,837	11,746	11,746	11,746
80	INTER-GOVERNMENTAL / INTERFUND	113	41	0	0	0
	<b>GRAND TOTAL</b>	<b>6,764,280</b>	<b>1,310,574</b>	<b>1,866,013</b>	<b>1,831,766</b>	<b>1,831,766</b>

### **SUMMARY BY FUND:**

11	GENERAL	4,913,697	1,199,503	1,378,154	1,348,661	1,348,661
25	HIGHWAYS	1,360,309	42,110	283,199	283,199	283,199
51	WATER & SEWER OPERATING	490,274	68,961	204,660	199,906	199,906
	<b>GRAND TOTAL</b>	<b>6,764,280</b>	<b>1,310,574</b>	<b>1,866,013</b>	<b>1,831,766</b>	<b>1,831,766</b>

### **SUMMARY BY DIVISION:**

#### **GENERAL FUND:**

082000	HUMAN RESOURCES	799,642	820,216	820,632	791,139	791,139
084110	GENERAL - PERSONNEL MATTERS	4,114,055	379,287	557,522	557,522	557,522

#### **HIGHWAYS FUND:**

084250	HIGHWAYS - PERSONNEL MATTERS	1,360,309	42,110	283,199	283,199	283,199
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#### **WATER & SEWER FUND:**

084510	WATER & SEWER - PERSONNEL MATTERS	490,274	68,961	204,660	199,906	199,906
	<b>GRAND TOTAL</b>	<b>6,764,280</b>	<b>1,310,574</b>	<b>1,866,013</b>	<b>1,831,766</b>	<b>1,831,766</b>

## HUMAN RESOURCES

### GENERAL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	4,769,788	1,071,117	1,230,574	1,201,081	1,201,081
20	CONTRACTUAL SERVICES	96,918	95,633	117,284	117,284	117,284
30	SUPPLIES & MATERIALS	6,004	4,533	6,750	6,750	6,750
40	BUSINESS & TRAVEL	34,166	23,486	18,800	18,800	18,800
70	MISCELLANEOUS	6,708	4,693	4,746	4,746	4,746
80	INTER-GOVERNMENTAL / INTERFUND	113	41	0	0	0
	<b>GRAND TOTAL</b>	<b>4,913,697</b>	<b>1,199,503</b>	<b>1,378,154</b>	<b>1,348,661</b>	<b>1,348,661</b>

### **SUMMARY BY FUND:**

11	GENERAL	4,913,697	1,199,503	1,378,154	1,348,661	1,348,661
	<b>GRAND TOTAL</b>	<b>4,913,697</b>	<b>1,199,503</b>	<b>1,378,154</b>	<b>1,348,661</b>	<b>1,348,661</b>

### **SUMMARY BY DIVISION:**

#### **GENERAL FUND:**

082000	HUMAN RESOURCES	799,642	820,216	820,632	791,139	791,139
084110	GENERAL - PERSONNEL MATTERS	4,114,055	379,287	557,522	557,522	557,522
	<b>GRAND TOTAL</b>	<b>4,913,697</b>	<b>1,199,503</b>	<b>1,378,154</b>	<b>1,348,661</b>	<b>1,348,661</b>

**DEPARTMENT: HUMAN RESOURCES****INDEX: 082000****ORIGIN/PURPOSE:**

The mission of the Department of Human Resources is to identify, develop, recruit and retain the talent necessary for the various departments of Harford County to achieve their strategic plans; to promote a positive attitude within the workforce through communication and education of policies, procedures and programs with support, equality, trust and respect; and to accomplish these goals in the most efficient manner.

**FY '12 - '13 GOALS:**

- 1 TO INCREASE THE PROFICIENCY OF THE RECRUITMENT AND SELECTION PROCESS AND TO ASCERTAIN THE RETENTION OF EMPLOYEES
- 2 TO EDUCATE, MAINTAIN AND DEVELOP A HIGHLY TRAINED COUNTY WORKFORCE
- 3 TO PRESERVE THE HEALTH AND WELL BEING OF HARFORD COUNTY EMPLOYEES BY PROMOTING WELLNESS

**GENERAL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	769,843	793,533	785,182	755,689	755,689
20	CONTRACTUAL SERVICES	17,019	16,407	23,900	23,900	23,900
30	SUPPLIES & MATERIALS	6,004	4,533	6,750	6,750	6,750
40	BUSINESS & TRAVEL	6,663	5,702	4,800	4,800	4,800
80	INTERGOVERNMENTAL / INTERFUND	113	41	0	0	0
	<b>GRAND TOTAL</b>	<b>799,642</b>	<b>820,216</b>	<b>820,632</b>	<b>791,139</b>	<b>791,139</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>799,642</b>	<b>820,216</b>	<b>820,632</b>	<b>791,139</b>	<b>791,139</b>

**DEPARTMENT: HUMAN RESOURCES****INDEX: 082000****FINANCIAL NOTES:**

The (\$29,493) net decrease in funding for Human Resources is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	536,546	515,095	(21,451)	Full Time Salaries
			(21,451)	Staff Turnover (4.00%)
o		46,590	46,590	Position created during FY 12, from an abolished position in the Law Department:
				# of Positions Salary Fringes Total
				1.00 34,595 11,995 46,590 Clerk Typist
o	24,888	0	(24,888)	One-Time FY 12 funds provided for 27th pay
o	109,839	106,193	(3,646)	Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	69,751	46,358	(23,393)	Pension/Retirement rate adjustments per Treasury's estimates
o	2,249	1,184	(1,065)	Workers' Compensation rate adjustments per Treasury's estimates
o	40,789	39,149	(1,640)	FICA adjustment

# DIVISION STAFF SUMMARY

DEPARTMENT: HUMAN RESOURCES  
DIVISION: HUMAN RESOURCES

Index No. 082000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary III	1.00	56,136	1.00	56,136	1.00	56,136
Clerk Typist	0.00	0	0.00	0	1.00	34,595 A
Deputy Director of Human Resources	1.00	92,923	1.00	92,923	1.00	92,923
Director, Human Resources	1.00	110,933	1.00	110,933	1.00	110,933
Human Resources Analyst	1.00	55,206	1.00	55,206	1.00	55,206
Human Resources Manager	1.00	71,009	1.00	71,009	1.00	71,009
Human Resources Specialist	3.00	150,339	3.00	150,339	3.00	128,888
<b>SALARY TOTAL</b>	<b>8.00</b>	<b>536,546</b>	<b>8.00</b>	<b>536,546</b>	<b>9.00</b>	<b>549,690</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		43,997		69,751		49,472
Workers' Compensation		3,125		2,249		1,264
Health Benefits		95,983		109,839		112,208
FICA		40,789		40,789		41,795
Miscellaneous		1,120		1,120		1,260
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>185,014</b>		<b>223,748</b>		<b>205,999</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>24,888</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>8.00</b>	<b>721,560</b>	<b>8.00</b>	<b>785,182</b>	<b>9.00</b>	<b>755,689</b>

\*FY 11 Salaries and Other Professional Services are enacted not audited amounts.

A - One (1) Clerk Typist position created in FY 12 from abolished Law Department position - # 0095

## DEPARTMENT OF HUMAN RESOURCES OBJECTIVES & PERFORMANCE MEASURES

### Department Goal

To increase the proficiency of the recruitment and selection process and to ensure the retention of employees.

### Department Objective

To diversify the County workforce through objective fair management practices in the recruitment and selection process.

### County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$4,200	\$4,400	\$10,800*	\$13,000*	13,000*
Number of staff	4	3	3	3	3
<b><u>Output:</u></b>					
Number of employment applications processed	1,234	1,128	4,720	4,867 (to date)	3,000
Number of position postings	75	28	110	74 (to date)	50
Number of employees hired	96	44	111	119 (to date)	100
Percent of minority applicants hired	16%	20%	14%	12%	11%
<b><u>Efficiency:</u></b>					
Percent of position vacancies filled with qualified candidates	100%	100%	100%	100%	100%
<b><u>Service Quality:</u></b>					
Percent of interviews monitored for fair practice	24%	36%	21%	31%	30%
<b><u>Outcome:</u></b>					
Percent of employees who complete probationary period	98%	98%	94%	96%	98%

### Explanation and Analysis of Performance Measures

These performance measures reflect the ability to effectively recruit qualified candidates to include minority representation through fair employment practices.  
(\*Includes \$8,000 for NEOGOV program.)

### Major Related Plans and Policies

EEO / Affirmative Action

## DEPARTMENT OF HUMAN RESOURCES OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To educate, maintain, and develop a highly trained County workforce.

### **Department Objective**

To conduct continuing education programs and opportunities for County employees.

### **County Goal(s) Supported**

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$20,000	\$20,000	\$20,000	\$14,000	\$14,000
Number of staff	1	1	1	1	1
<b><u>Output:</u></b>					
Number of management classes scheduled	38	41	1	1	3
Number of computer skills classes scheduled	36	8	2	4	6
<b><u>Efficiency:</u></b>					
Distributed cost of management courses	\$17,022	\$13,872	\$0	\$450	\$12,000
Distributed cost of Human Resource courses	\$0	\$0	\$0	\$0	\$0
Distributed cost of computer skills courses	\$15,953	\$17,110	\$0	\$0	\$3,000
<b><u>Service Quality:</u></b>					
Number of management classes cancelled	0	0	0	0	0
Number of computer skills classes cancelled	19	0	0	0	0
<b><u>Outcome:</u></b>					
Number of employees attending management classes	216	290	0	25	300
Number of employees attending Human Resource classes	194	160	1220	2150	200
Number of employees attending computer classes	143	72	35	126	144

### **Explanation and Analysis of Performance Measures**

Human Resources will continue management, computer, and Human Resource courses to further benefit not only the employees, but the efficiency of County Government. Difficulty with computer classes stems from the County now operating with multiple Microsoft Office packages (2003, 2007, 2010).

## DEPARTMENT OF HUMAN RESOURCES OBJECTIVES & PERFORMANCE MEASURES

### Department Goal

To preserve the health and well being of Harford County employees by promoting wellness.

### Department Objective

To communicate the wellness message of good health and disease prevention.

### County Goal(s) Supported

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$20,000	\$20,000	\$0	\$0	\$0
Number of staff	1	1	1	1	1
Amount spent on preventive services	\$9,676	\$0	\$0	\$0	\$0
Amount spent on wellness fairs and promotions	\$0	\$0	\$0	\$0	\$0
<b><u>Output:</u></b>					
Number of flu shots for employees/retirees	578	641*	341**	368^	400
Number of wellness fairs, including on-site visitations	9	9	10	11	11
<b><u>Service Quality:</u></b>					
Percent of employees reached via promotions & services	33%	38%	39%	45%	45%
Percent of employees/retirees participating in wellness fairs	10%	8%	20%	20%	20%
<b><u>Outcome:</u></b>					
Benefits preserved with no reduction in service?	No***	Yes	Yes	Yes	Yes
Percent of increase in health care benefit costs	12%	10%	5%	10%	0%

### Explanation and Analysis of Performance Measures

Due to the state of the economy, our wellness budget was greatly reduced.

\* The Health Department covered total cost of flu shots. Total includes employees from Harford County Government and the Harford County Sheriff's Office (retirees and State agencies excluded).

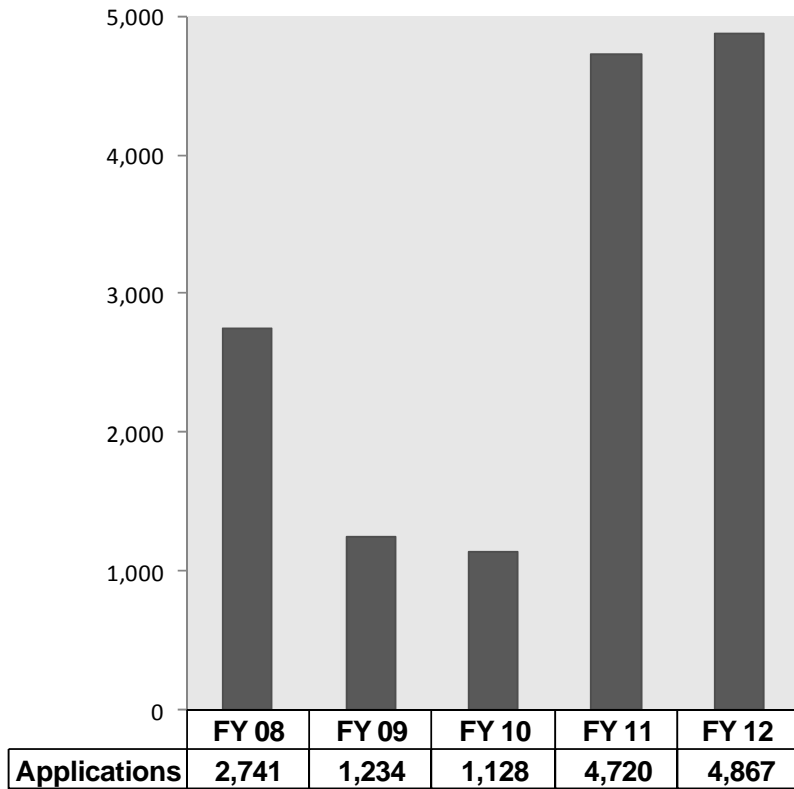
\*\* Employees/retirees paid \$15 for their flu shots. Harford County Sheriff's Office paid for their employee flu shots.

\*\*\* Copays increased

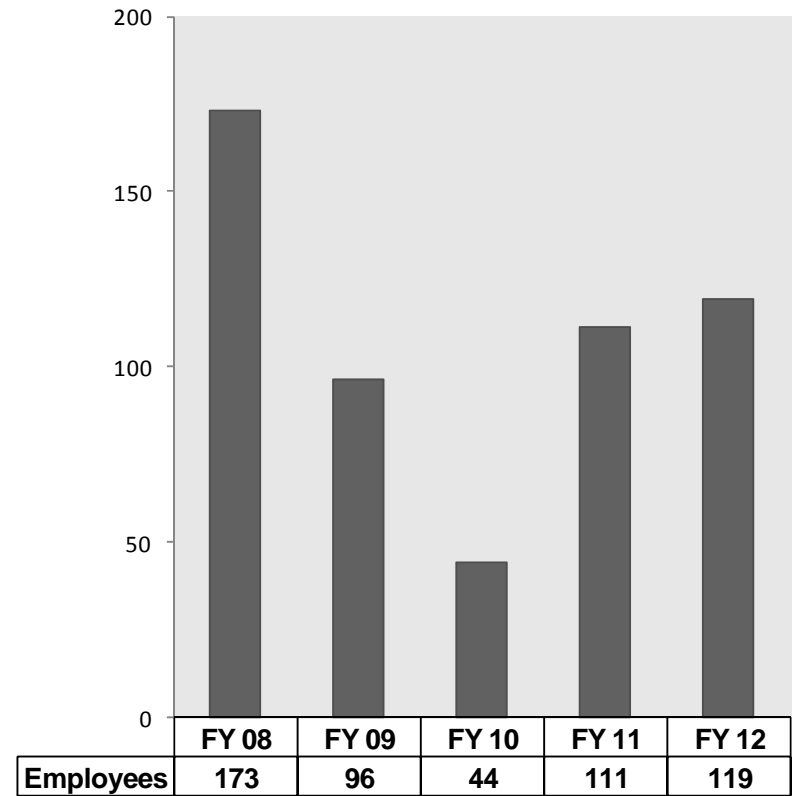
^Health Department Paid for our flu shots

# Department of Human Resources

## Applications Processed



## Employees Hired



**DEPARTMENT: HUMAN RESOURCES - PERSONNEL MATTERS****INDEX: 084110, 084250, 084510****ORIGIN/PURPOSE:**

The Personnel Matters accounts were established to provide unified management control of those areas of employee services which are budgeted within and charged to each fund, yet provided and approved by the Department of Human Resources. Combining these accounts allows for more accurate budgeting, tighter control of expenditures, and centralization of information and reporting.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	5,767,926	312,046	859,751	854,997	854,997
20	CONTRACTUAL SERVICES	147,189	143,411	159,884	159,884	159,884
40	BUSINESS & TRAVEL	37,789	23,064	14,000	14,000	14,000
70	MISCELLANEOUS	11,734	11,837	11,746	11,746	11,746
	<b>GRAND TOTAL</b>	<b>5,964,638</b>	<b>490,358</b>	<b>1,045,381</b>	<b>1,040,627</b>	<b>1,040,627</b>
<b><u>SUMMARY BY FUND:</u></b>						
11	GENERAL	4,114,055	379,287	557,522	557,522	557,522
25	HIGHWAYS	1,360,309	42,110	283,199	283,199	283,199
51	WATER & SEWER	490,274	68,961	204,660	199,906	199,906
		<b>5,964,638</b>	<b>490,358</b>	<b>1,045,381</b>	<b>1,040,627</b>	<b>1,040,627</b>
<b><u>SUMMARY BY DIVISION:</u></b>						
084110	GENERAL - PERSONNEL MATTERS	4,114,055	379,287	557,522	557,522	557,522
084250	HIGHWAYS - PERSONNEL MATTERS	1,360,309	42,110	283,199	283,199	283,199
084510	WATER & SEWER - PERSONNEL MATTERS	490,274	68,961	204,660	199,906	199,906
		<b>5,964,638</b>	<b>490,358</b>	<b>1,045,381</b>	<b>1,040,627</b>	<b>1,040,627</b>

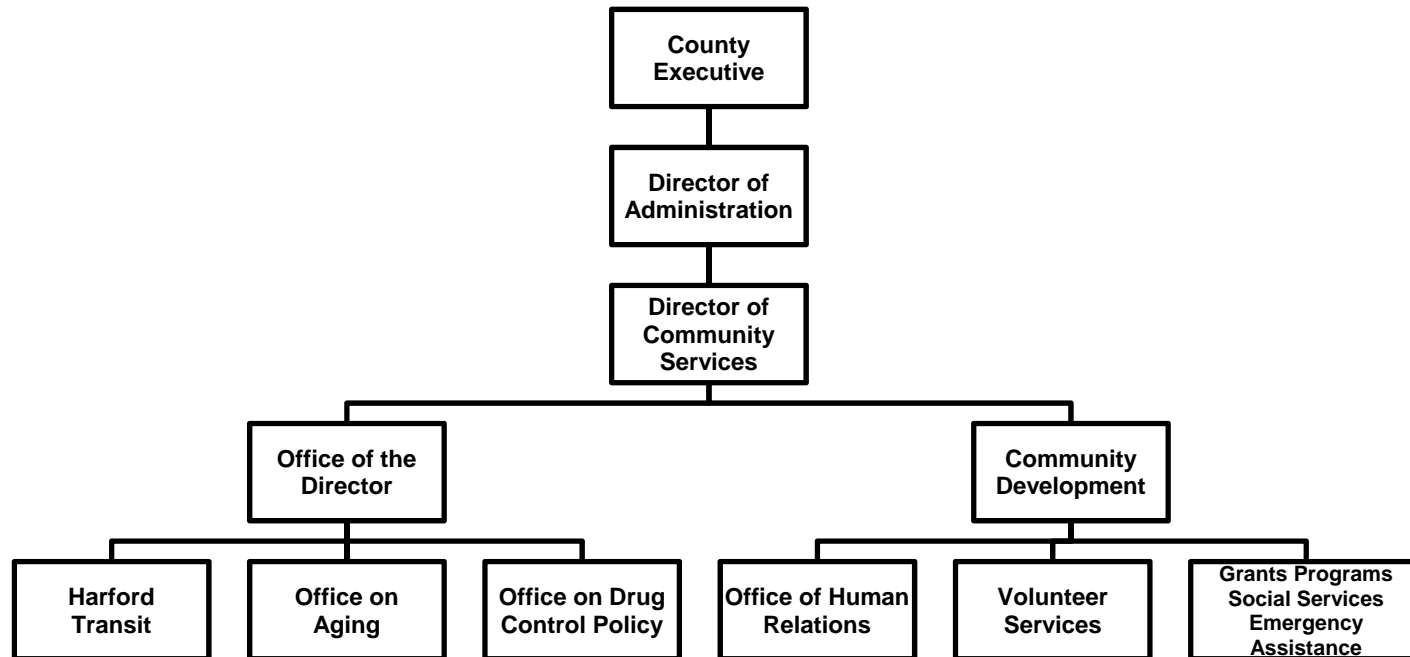
**DEPARTMENT: HUMAN RESOURCES - PERSONNEL MATTERS**

**INDEX: 084110, 084250, 084510**

<b>GENERAL PERSONNEL MATTERS INDEX # 084110</b>	<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ORIGINAL BUDGET FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
1102 Special Pays For anticipated retirement leave payouts	3,426,960	257,788	413,741	413,741	413,741
1350 OPEB	399,980	0	0	0	0
1602 Social Security	173,005	19,796	31,651	31,651	31,651
2401 Personnel/Recruitment	1,365	6,968	7,500	7,500	7,500
2601 Medical Services	41,799	45,755	53,384	53,384	53,384
2602 Legal Services	5,997	4,552	2,500	2,500	2,500
2603 Management Services Wellness program and consultant for health benefits	30,738	21,951	30,000	30,000	30,000
4702 In-House Training Consolidated from other departments for better control	27,503	17,784	14,000	14,000	14,000
7703 Service Awards	6,708	4,693	4,746	4,746	4,746
<b>TOTAL INDEX</b>	<b>4,114,055</b>	<b>379,287</b>	<b>557,522</b>	<b>557,522</b>	<b>557,522</b>

<b>DEPARTMENT: HUMAN RESOURCES - PERSONNEL MATTERS</b>					
<b>INDEX: 084110, 084250, 084510</b>					
<b>HIGHWAYS FUND PERSONNEL MATTERS INDEX #084250</b>	<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ORIGINAL BUDGET FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
1102 Special Pays For anticipated retirement leave payouts	1,252,237	7,154	242,637	242,637	242,637
1602 Social Security	76,179	547	18,562	18,562	18,562
2401 Personnel/Recruitment	506	2,131	2,500	2,500	2,500
2601 Medical Services	7,944	14,127	11,000	11,000	11,000
2602 Legal Services	785	1,049	1,000	1,000	1,000
2603 Management Services Wellness program and consultant for health benefits	15,369	10,975	4,000	4,000	4,000
4702 In-House Training	4,563	2,640	0	0	0
7703 Service Awards	2,726	3,487	3,500	3,500	3,500
<b>TOTAL INDEX</b>	<b>1,360,309</b>	<b>42,110</b>	<b>283,199</b>	<b>283,199</b>	<b>283,199</b>
<b>WATER &amp; SEWER PERSONNEL MATTERS INDEX #084510</b>					
1102 Special Pays For anticipated retirement leave payouts	413,136	24,859	137,860	137,860	137,860
1602 Social Security	26,429	1,902	15,300	10,546	10,546
2401 Personnel/Recruitment	506	2,131	3,000	3,000	3,000
2601 Medical Services	26,159	22,146	40,000	40,000	40,000
2602 Legal Services	652	651	1,000	1,000	1,000
2603 Management Services Wellness program and consultant for health benefits	15,369	10,975	4,000	4,000	4,000
4702 In-House Training	5,723	2,640	0	0	0
7703 Service Awards	2,300	3,657	3,500	3,500	3,500
<b>TOTAL INDEX</b>	<b>490,274</b>	<b>68,961</b>	<b>204,660</b>	<b>199,906</b>	<b>199,906</b>

# DEPARTMENT OF COMMUNITY SERVICES



## COMMUNITY SERVICES

### ORIGIN/PURPOSE:

The Department of Community Services was established pursuant to Chapter 16, Article IV, Section 22 of the Harford County Code.

The Department of Community Services coordinates programs which meet an array of needs in Harford County. The agencies and programs that provide services are: Community Development; Grant-in-Aid; Block Grant/Home Programs; Disabilities Coordination; the Office on Aging; the Office of Drug Control Policy; Commission for Women; Volunteer Connection; Human Relations; Mediation Commission; Harford Transit; Transitional Services; Kids C.A.N. Mentoring Program; the Rideshare Program; and Drug Court Treatment Programs.

The Department also meets the needs of the community by developing and maintaining close working relationships with other County, State, and private agencies. This effort has created an all encompassing network of core service provision for our citizens.

### MISSION STATEMENT:

TO PROVIDE A NETWORK OF HUMAN SERVICES THAT IS EFFICIENT, EFFECTIVE, AND RESPONSIVE TO THE NEEDS OF HARFORD COUNTY CITIZENS

### FY '12 - '13 KEY GOALS:

- 1 TO REDUCE SUBSTANCE ABUSE IN HARFORD COUNTY
- 2 TO ENHANCE THE ABILITY OF PUBLIC AND PRIVATE SECTOR ORGANIZATIONS TO PROVIDE HUMAN SERVICES TO HARFORD COUNTY CITIZENS
- 3 TO PROVIDE INFORMATION AND ASSISTANCE TO THE ELDERLY IN ORDER TO ENABLE THEM TO REMAIN INDEPENDENT WITH AN ENHANCED QUALITY OF LIFE
- 4 TO PROVIDE DEPENDABLE AND EFFECTIVE TRANSPORTATION TO THE COUNTY'S TRANSIT-DEPENDENT POPULATION BY CONNECTING POPULATION CENTERS

## COMMUNITY SERVICES

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	3,130,907	3,252,037	3,742,432	3,624,527	3,624,527
20	CONTRACTUAL SERVICES	341,277	299,406	343,935	351,755	351,755
30	SUPPLIES & MATERIALS	40,230	38,665	38,025	36,375	36,375
40	BUSINESS & TRAVEL	245,939	90,194	271,815	278,365	278,365
70	MISCELLANEOUS	2,984,282	2,640,658	2,767,620	2,697,122	2,697,122
80	INTER-GOVERNMENTAL/INTER-FUND	56,132	56,201	1,000	1,000	1,000
	<b>GRAND TOTAL</b>	<b>6,798,767</b>	<b>6,377,161</b>	<b>7,164,827</b>	<b>6,989,144</b>	<b>6,989,144</b>

### **SUMMARY BY FUND:**

11	GENERAL	6,798,767	6,377,161	7,164,827	6,989,144	6,989,144
	<b>GRAND TOTAL</b>	<b>6,798,767</b>	<b>6,377,161</b>	<b>7,164,827</b>	<b>6,989,144</b>	<b>6,989,144</b>

### **SUMMARY BY DIVISION:**

091000	DIRECTOR OF COMMUNITY SERVICES	597,306	570,394	593,896	611,873	611,873
094000	OFFICE OF DRUG CONTROL POLICY	1,011,864	957,513	902,315	876,675	876,675
095000	COMMUNITY DEVELOPMENT	1,705,405	1,608,199	1,490,004	1,478,119	1,478,119
096300	EMERGENCY ASSISTANCE	167,558	172,610	164,122	158,791	158,791
097100	OFFICE ON AGING	1,184,000	1,353,531	1,572,857	1,578,433	1,578,433
097200	HARFORD TRANSIT	2,132,634	1,714,914	2,441,633	2,285,253	2,285,253
	<b>GRAND TOTAL</b>	<b>6,798,767</b>	<b>6,377,161</b>	<b>7,164,827</b>	<b>6,989,144</b>	<b>6,989,144</b>

### **SUMMARY OF GRANT BUDGETS**

**1,579,460**

## COMMUNITY SERVICES

### FINANCIAL NOTES:

The (\$175,683) net decrease in funding for Community Services is the result of:

	FY 12	FY 13	CHANGE	
o	2,128,541	2,179,579	51,038	Full Time Salaries:
			12,948	Salary Adjustments per the recommendations of the Department of Human Resources
			38,090	Staff Turnover 1.79%
			<u>51,038</u>	
o	115,372	0	(115,372)	One-time FY 12 funds provided for 27th pay
o		(87,250)	(87,250)	Position transferred to Administration - Budget & Management Research:
			# of Positions	Salary
			(1.00)	(60,000)
				Fringe
				(27,250)
				Total
				(87,250)
				Grants Coordinator
o		104,352	104,352	Positions transferred from County Council - County Council Office:
			# of Positions	Salary
			2.00	82,856
				Fringe
				21,496
				Total
				104,352
				Administrative Assistant II
o		79,167	79,167	Position created for Human Relations function:
			# of Position	Salary
			1.00	52,055
				Fringe
				27,112
				Total
				79,167
				Administrative Specialist II
o	450,657	348,347	(102,310)	Temporary Salaries:
				Director of Community Services
				(540)
				Office of Drug Control
				5,069
				Community Development
				(96,839)
				Harford Transit
				(10,000)
				<u>(102,310)</u>
o	309,529	220,717	(88,812)	Pension/Retirement rate adjustments per Treasury's estimate
o	22,739	25,953	3,214	Workers' Compensation rate adjustments per Treasury's estimate
o	489,047	534,132	45,085	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage

## COMMUNITY SERVICES

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE
o	25,000	20,000	(5,000) Overtime adjusted based on actual expense history
o	195,757	193,879	(1,878) FICA adjustments
o	177,475	172,475	(5,000) Other Professional Services

Index	FY 12	FY 13	Change	Explanation
#091000 Director of CS	25,933	25,933	0	Sign language interpreter for Disabilities meetings, contractual services
#094000 Office of Drug Control Policy	125,000	120,000	(5,000)	Speakers/facilities for symposiums/prevention programs; in-patient beds for substance abuse treatment; urinalysis and psychological examinations. Decrease for urinalysis exams.
#095000 Community Development	4,200	4,200	0	Bowman System HMIS contract @ \$3,200 and Harford's Most Beautiful @ \$1,000
#097100 Office on Aging	6,000	6,000	0	Bus vouchers for indigent seniors, program licensing, data conversion, bus service for senior picnic
#097200 Harford Transit	16,342	16,342	0	Route Match software services contract
Dept Total	177,475	172,475	(5,000)	

## COMMUNITY SERVICES

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE
o	32,215	38,215	6,000 Office Equipment - increase for upgraded copier lease for Harford Transit
o	3,840	8,510	4,670 Building/Custodial - increase provides custodial services at the Edgewood Senior Center
o	7,000	12,400	5,400 Transportation Costs - increase for taxi service costs for Juvenile Drug Court participants
o	343,270	344,920	1,650 Line items significantly adjusted, based on actual expense history and state of the economy:

FY 12	FY 13	Change	
26,100	25,600	(500)	Electricity
12,300	12,400	100	Heating Fuel (Gas)
56,175	57,375	1,200	Telephone Service
1,000	2,500	1,500	Other Advertising
250	100	(150)	Office Equipment Service
16,500	18,000	1,500	General Office Supplies
4,525	2,775	(1,750)	Printing - Commercial
5,400	4,400	(1,000)	General Office Mailing
900	800	(100)	Paper Supplies
1,400	1,600	200	Janitorial Supplies & Equipment
8,200	7,700	(500)	Other Supplies & Materials
101,750	102,500	750	County Owned Vehicles
102,000	102,200	200	Fuel
1,800	1,550	(250)	Mileage
2,050	1,850	(200)	Meals
1,150	1,650	500	Lodging
1,770	1,920	150	Membership Fees & Dues
<u>343,270</u>	<u>344,920</u>	<u>1,650</u>	

## COMMUNITY SERVICES

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	257,819	392,022	134,203	Grants & Contributions:
	FY 12	FY 13	Change	
	0	22,500	22,500	Director of Community Services - Mediation Program support moved from County Match
	18,000	18,000	0	Office of Drug Control - OPEB costs for various grants
	155,000	155,000	0	Office of Drug Control - Homecoming/Mann House support
	26,800	25,000	(1,800)	Office of Drug Control - miscellaneous drug grants
	15,000	15,000	0	Office of Drug Control - Service Reform Initiative (SRI)
	4,000	4,000	0	Community Development - miscellaneous contributions
	0	75,000	75,000	Community Development - YMCA Aquatic Center
	0	20,000	20,000	Community Development - OPEB costs for various grants
	0	13,503	13,503	Community Development - Human Services Grants
	39,019	39,019	0	Emergency Assistance - Department of Social Services
	0	5,000	5,000	Office on Aging - Senior Class contribution moved from County Match
	<u>257,819</u>	<u>392,022</u>	<u>134,203</u>	

## COMMUNITY SERVICES

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	1,770,658	1,579,460	(191,198)	County Match / Transfers Out:
	FY 12	FY 13	Change	
	12,500	0	(12,500)	Director of Community Services - Mediation Program support for Mediator costs moved to Grants & Contribution
	22,000	22,000	0	Office of Drug Control - DUI Court Grant
	124,135	133,449	9,314	Community Development - HOME grant increase to meet 25% requirement for match
	25,000	17,600	(7,400)	Community Development - Emergency Solutions Grant reduced based on FY 12 award
	15,570	15,570	0	Community Development - RSVP match
	210,577	210,577	0	Office on Aging - IIIB Human Services
	22,603	22,603	0	Office on Aging - IIIE Caretakers
	14,543	14,543	0	Office on Aging - Senior Health Insurance Program (SHIP)
	5,861	6,486	625	Office on Aging - Senior Medicaid Patrol (SMP) based on award
	21,146	21,146	0	Office on Aging - IIIA Area Agency Admin
	2,000	2,000	0	Office on Aging - Cultural Arts programming for Seniors
	5,000	0	(5,000)	Office on Aging - Senior Classes contribution moved to Grants & Contributions
	356,401	356,401	0	Harford Transit - SSTAP
	687,575	687,575	0	Harford Transit - Section 5307
	65,000	65,000	0	Harford Transit - MTA Capital Grants
	4,510	4,510	0	Harford Transit - Americans with Disabilities
	69,671	0	(69,671)	Harford Transit - Job/Access/Reserve Commute (JARC) *
	83,724	0	(83,724)	Harford Transit - New Freedom *
	22,842	0	(22,842)	Harford Transit - Employment Express - not needed in FY 13
	<u>1,770,658</u>	<u>1,579,460</u>	<u>(191,198)</u>	

\*Match requirement met in FY 12

## COMMUNITY SERVICES

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	739,143	725,640	(13,503)	Grant-in-Aid funding:
	FY 12	FY 13	Change	
	11,451	11,451	0	Catholic Charities
	29,070	29,070	0	Habitat for Humanity
	15,555	15,555	0	Kelleher-Family & Children Services
	8,208	8,208	0	Salvation Army
	73,011	73,011	0	SARC
	53,859	10,776	(43,083)	Arc of Harford County Family Services - balance moved to Arc - Vocation Services
	35,568	36,567	999	Mason Dixon Community Services
	35,000	35,000	0	Marriage Licenses / Spouse Abuse - per Treasury
	29,412	29,412	0	Legal Aid
	27,867	35,898	8,031	Harford Community Action Agency
	33,339	33,339	0	CSAT - Family & Children's Services
	45,651	45,651	0	Assoc Catholic Charities - Anna's House
	23,079	20,000	(3,079)	Inter-County Outreach
	16,923	16,923	0	Harford Family House
	13,680	13,680	0	Emergency Services - In-Home Aid
	116,787	116,787	0	Harford Boys & Girls Club
	19,000	19,000	0	Emergency Services - Emergency Housing & Utilities
	12,819	12,819	0	Wilson Ministry Center
	8,892	8,892	0	Big Brothers/Sisters
	8,031	0	(8,031)	St. Joan of Arc
	855	500	(355)	Chesapeake Therapeutic Riding
	13,503	0	(13,503)	Open Doors
	48,387	48,387	0	Faith Communities & Civic Agencies
	2,565	0	(2,565)	Urban Impact
	4,788	4,788	0	Alliance
	5,472	5,472	0	Homecoming for Women
	41,371	41,371	0	Core Svc Agency - Mobile Crisis
	5,000	5,000	0	LASOS - Linking All So Others Succeed
	0	43,083	43,083	Arc of Harford County - Vocation Services - moved from Arc - Family Services
	0	2,500	2,500	Tabernacle of Faith
	0	2,500	2,500	Village at Lakeview NNC Center
	<u>739,143</u>	<u>725,640</u>	<u>(13,503)</u>	

**DEPARTMENT STAFF SUMMARY**

**DEPARTMENT: COMMUNITY SERVICES**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accounting Technician I	0.00	0	0.00	0	1.00	48,896
Administrative Assistant I	3.00	118,029	4.00	170,341	4.00	170,341
Administrative Assistant II	1.00	48,110	0.00	0	2.00	82,856
Administrative Budget Technician I	1.00	44,404	1.00	39,900	1.00	39,900
Administrative Budget Technician II	1.00	66,544	1.00	66,544	1.00	66,544
Administrative Secretary III	1.00	52,939	1.00	54,000	1.00	64,420
Administrative Specialist I	1.00	72,451	3.00	167,713	2.00	125,390
Administrative Specialist II	2.00	116,013	2.00	122,633	3.00	182,633
Administrator	2.00	155,556	2.00	155,556	3.00	240,870
Clerk Dispatcher	1.00	34,734	0.00	0	0.00	0
Client Advocacy Services Asst. Manager	1.00	52,811	1.00	52,811	1.00	52,811
Client Advocacy Services Manager	2.00	144,556	2.00	144,556	2.00	144,556
Communications Specialist I	1.00	36,842	2.00	71,576	2.00	71,576
Communications Specialist II	1.00	43,825	1.00	43,825	1.00	43,825
Community Resources Coordinator	1.00	41,450	1.00	43,900	0.00	0
Coordinator for Disabilities	1.00	61,895	1.00	61,895	1.00	61,895
Deputy Director of Community Services	1.00	97,603	1.00	85,000	1.00	90,000
Director of Community Services	1.00	121,217	1.00	110,933	1.00	110,933
Grants Administrator	1.00	57,859	0.00	0	0.00	0
Grants Coordinator	0.00	0	1.00	60,000	0.00	0
Housing Services Coordinator	0.00	0	1.00	70,306	1.00	70,306
Housing Services Counselor	1.00	61,895	1.00	61,895	1.00	61,895
Human Relations Manager	0.00	0	0.00	0	1.00	65,000
Juvenile Drug Court Coordinator	1.00	58,880	1.00	58,880	1.00	58,880
Long Term Care Coordinator	1.00	51,851	1.00	51,851	1.00	51,851
Manager, Harford Transit	2.00	125,535	2.00	125,043	2.00	125,043
Manager, Senior Center Division	1.00	57,700	1.00	60,000	1.00	60,000
Manager, Substance Abuse & Drug Ctrl	1.00	85,314	1.00	85,314	0.00	0
Planner I	1.00	60,000	1.00	60,000	1.00	60,000

# DEPARTMENT STAFF SUMMARY

## DEPARTMENT: COMMUNITY SERVICES

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Secretary II	1.00	52,312	0.00	0	0.00	0
Senior Center Specialist	1.00	48,110	2.00	104,069	2.00	104,069
<b>TOTAL FULL-TIME SALARIES</b>	33.00	1,968,435	36.00	2,128,541	38.00	2,254,490
<b>PART-TIME SALARIES</b>						
Senior Center Specialist	0.60	26,340	0.00	0	0.00	0
<b>TOTAL PART-TIME SALARIES</b>	0.60	26,340	0.00	0	0.00	0
<b>TEMPORARY SALARIES</b>		456,658		450,657		348,347
<b>SALARY TOTAL</b>	<b>33.60</b>	<b>2,451,433</b>	<b>36.00</b>	<b>2,579,198</b>	<b>38.00</b>	<b>2,602,837</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		183,065		309,529		225,060
Workers' Compensation		30,117		22,739		26,143
Health Benefits		373,590		489,047		544,947
Overtime		30,000		25,000		20,000
FICA		188,935		195,757		199,609
Miscellaneous		5,510		5,790		5,931
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>811,217</b>		<b>1,047,862</b>		<b>1,021,690</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>115,372</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>33.60</b>	<b>3,262,650</b>	<b>36.00</b>	<b>3,742,432</b>	<b>38.00</b>	<b>3,624,527</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: COMMUNITY SERVICES****DIVISION: Director of Community Services****INDEX: 091000****ORIGIN/PURPOSE:**

The Department of Community Services was established pursuant to Chapter 16, Article IV, Section 22 of the Harford County Code.

The Department coordinates programs which meet an array of needs in Harford County. The agencies and programs that provide services are: Community Development; Grant-in-Aid; Block Grant/Home Programs; Disabilities Coordination; the Office on Aging; the Office of Drug Control Policy; Commission for Women; Volunteer Connection; Harford Transit; Human Relations; Kid's C.A.N. Mentoring Program; Mediation Commission, Transitional Services, the Rideshare Program and Drug Court Treatment programs.

**ALL FUND SUMMARY:**

		<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ORIGINAL BUDGET FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	518,295	498,028	531,473	538,400	538,400
20	CONTRACTUAL SERVICES	44,158	46,165	42,433	43,433	43,433
30	SUPPLIES & MATERIALS	4,816	6,420	5,850	5,400	5,400
40	BUSINESS & TRAVEL	2,187	1,791	1,640	2,140	2,140
70	MISCELLANEOUS	27,850	17,990	12,500	22,500	22,500
	<b>GRAND TOTAL</b>	<b>597,306</b>	<b>570,394</b>	<b>593,896</b>	<b>611,873</b>	<b>611,873</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	<b>597,306</b>	<b>570,394</b>	<b>593,896</b>	<b>611,873</b>	<b>611,873</b>

**INDEX: 091000**

# DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES  
DIVISION: DIRECTOR OF COMMUNITY SERVICES

Index No. 091000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	52,312	1.00	52,312	1.00	52,312
Administrative Secretary III	1.00	52,939	1.00	54,000	1.00	64,420
Administrative Specialist I	0.00	0	1.00	52,936	1.00	52,939
Administrative Specialist II	1.00	63,958	0.00	0	0.00	0
Deputy Director of Community Services	1.00	97,603	1.00	85,000	1.00	90,000
Director of Community Services	1.00	121,217	1.00	110,933	1.00	110,933
<b>TOTAL FULL-TIME SALARIES</b>	5.00	388,029	5.00	355,181	5.00	370,604
<b>TEMPORARY SALARIES</b>		6,791		6,791		6,251 A
<b>SALARY TOTAL</b>	<b>5.00</b>	<b>394,820</b>	<b>5.00</b>	<b>361,972</b>	<b>5.00</b>	<b>376,855</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		31,818		47,057		33,917
Workers' Compensation		7,520		4,884		5,795
Health Benefits		50,969		72,638		92,560
FICA		29,310		27,435		28,573
Miscellaneous		700		700		700
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>120,317</b>		<b>152,714</b>		<b>161,545</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>16,787</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>5.00</b>	<b>515,137</b>	<b>5.00</b>	<b>531,473</b>	<b>5.00</b>	<b>538,400</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - Temporary funding provides for one (1) Clerk Typist

**DEPARTMENT: COMMUNITY SERVICES****DIVISION: Office of Drug Control Policy****INDEX: 094000****ORIGIN/PURPOSE:**

Established by a grant in 1980, the Office of Drug Control Policy is responsible for the assessment, development, implementation, and evaluation of the County-wide drug and alcohol prevention program. The program's philosophy embraces the concept of collaboration of all communities components, from individuals and families to public and private organizations in order to address the issue of drug use and abuse. Programming is conducted through a variety of grants, and there are on-going efforts to obtain additional funding.

**FY '12 - '13 GOAL:**

1 TO REDUCE SUBSTANCE ABUSE IN HARFORD COUNTY

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	517,183	562,180	510,465	487,175	487,175
20	CONTRACTUAL SERVICES	135,487	109,858	131,450	127,100	127,100
30	SUPPLIES & MATERIALS	14,873	12,308	14,300	13,000	13,000
40	BUSINESS & TRAVEL	6,893	16,286	8,300	13,400	13,400
70	MISCELLANEOUS	337,428	256,881	236,800	235,000	235,000
80	INTER-GOVERNMENTAL / INTER-FUND	0	0	1,000	1,000	1,000
	<b>GRAND TOTAL</b>	<b>1,011,864</b>	<b>957,513</b>	<b>902,315</b>	<b>876,675</b>	<b>876,675</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	1,011,864	957,513	902,315	876,675	876,675

**DEPARTMENT: COMMUNITY SERVICES****DIVISION: Office of Drug Control Policy****INDEX: 094000****FINANCIAL NOTES:**

The (\$25,640) net decrease in funding for Community Services - Office of Drug Control Policy is the result of:

	FY 12	FY 13	CHANGE	
o	16,457	0	(16,457)	One-time FY 12 funds provided for 27th pay
o	165,662	170,731	5,069	Temporary Salaries - funding for 5 temporary employees. Increase due to loss of grant offset for Budget Technician @ +\$5,400 and funding adjustment for Juvenile Drug Court Programmer @ (\$331)
o	41,209	28,985	(12,224)	Pension/Retirement rate adjustments per Treasury's estimates
o	2,204	2,544	340	Worker's Compensation rate adjustments per Treasury's estimates
o	63,047	62,612	(435)	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	27,478	27,866	388	FICA adjustment
o	125,000	120,000	(5,000)	Other Professional Services funding provides for:
		FY 12	FY 13	Change
		15,000	15,000	0
				Speakers/facilities for symposiums/prevention programs
		70,000	70,000	0
				In-patient beds for substance abuse treatment
		40,000	35,000	(5,000)
				Juvenile Drug Court - for urinalysis and psychological examinations based on actual expense history
		<u>125,000</u>	<u>120,000</u>	<u>(5,000)</u>
o	6,600	12,000	5,400	Transportation Costs - taxi fare for Juvenile Drug Court participants, based on actual expense history

**INDEX: 094000**

[illegible]

# DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES  
DIVISION: OFFICE OF DRUG CONTROL POLICY

Index No. 094000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	49,334	1.00	49,334	1.00	49,334
Administrator	0.00	0	0.00	0	1.00	85,314 A
Juvenile Drug Court Coordinator	1.00	58,880	1.00	58,880	1.00	58,880
Manager, Substance Abuse & Drug Control	1.00	85,314	1.00	85,314	0.00	0
<b>TOTAL FULL-TIME SALARIES</b>	3.00	193,528	3.00	193,528	3.00	193,528
<b>TEMPORARY SALARIES</b>		165,662		165,662		170,731 B
<b>SALARY TOTAL</b>	<b>3.00</b>	<b>359,190</b>	<b>3.00</b>	<b>359,190</b>	<b>3.00</b>	<b>364,259</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		25,548		41,209		28,985
Workers' Compensation		3,050		2,204		2,544
Health Benefits		49,202		63,047		62,612
FICA		27,478		27,478		27,866
Miscellaneous		880		880		909
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>106,158</b>		<b>134,818</b>		<b>122,916</b>
<b>TOTAL 27TH PAY COST</b>		0		16,457		0
<b>TOTAL PERSONAL SERVICES</b>	<b>3.00</b>	<b>465,348</b>	<b>3.00</b>	<b>510,465</b>	<b>3.00</b>	<b>487,175</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Manager, Substance Abuse & Drug Control position reclassified to Administrator - #0206

B - Temporary salaries provide funding for Budget Technician, Juvenile Drug Court Assistant Coordinator, Juvenile Drug Court Programmer, Drug Court Prevention Associate and an Evaluator

## DEPARTMENT OF COMMUNITY SERVICES - OFFICE OF DRUG CONTROL OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To reduce substance abuse in Harford County.

### **Department Objective**

To encourage and expand prevention services involving County government, non-profits and citizens to reduce substance abuse within the County using federal, state, and local funding.

### **County Goal(s) Supported**

I. Public Safety

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Substance Abuse Programs	136	195	171	171	171
Funds from Grants	\$1,025,119	\$723,311	\$721,505	\$721,505	\$475,000
Number of grants applied for	15	13	15	15	15
<b><u>Output:</u></b>					
Number of participants	13,533	23,517	15,870	15,870	15,870
Progress reports related to grants	60	52	68	68	68
Number of grants awarded	15	13	15	15	15
<b><u>Efficiency:</u></b>					
Number of grants renewed	15	13	15	15	15
<b><u>Service Quality:</u></b>					
Results of:					
Participant Surveys	Excellent	Excellent	Excellent	Excellent	Excellent
Progress Reports	60	52	68	68	68
<b><u>Outcome:</u></b>					
Reduction of 12th graders using marijuana & binge drinking	(2.5%)	(.08%)	4.7%	4.0%	4.0%
Number of drug/alcohol overdoses	36	35	30	35	35

### **Explanation and Analysis of Performance Measures**

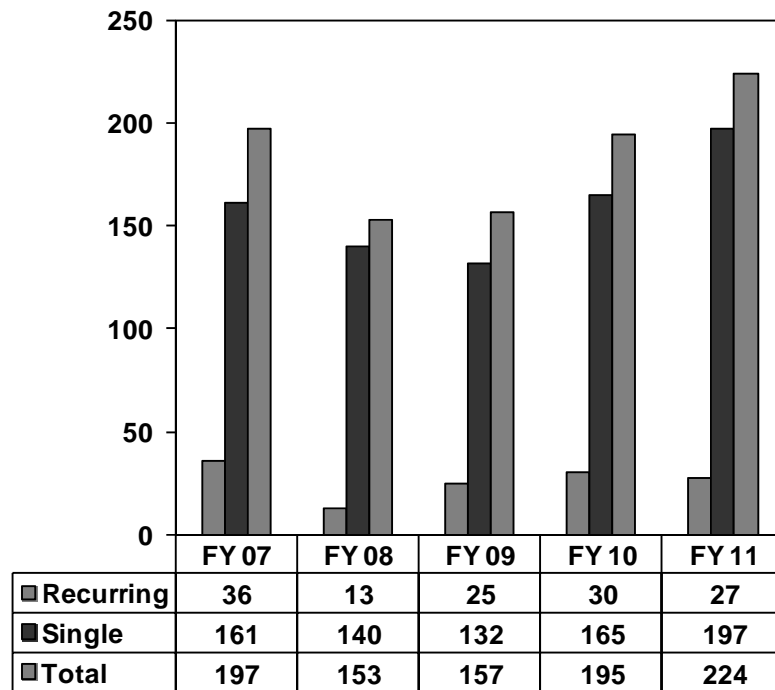
The Maryland Adolescent Survey reflects alcohol and drug use among Harford County youth. This will be compared to the State average. The number of participants in treatment and the number of deaths related to drugs and alcohol will be tracked and compared to previous years statistics. The increase in drug overdose deaths is due to prescription drug overdoses.

### **Major Related Plans and Policies**

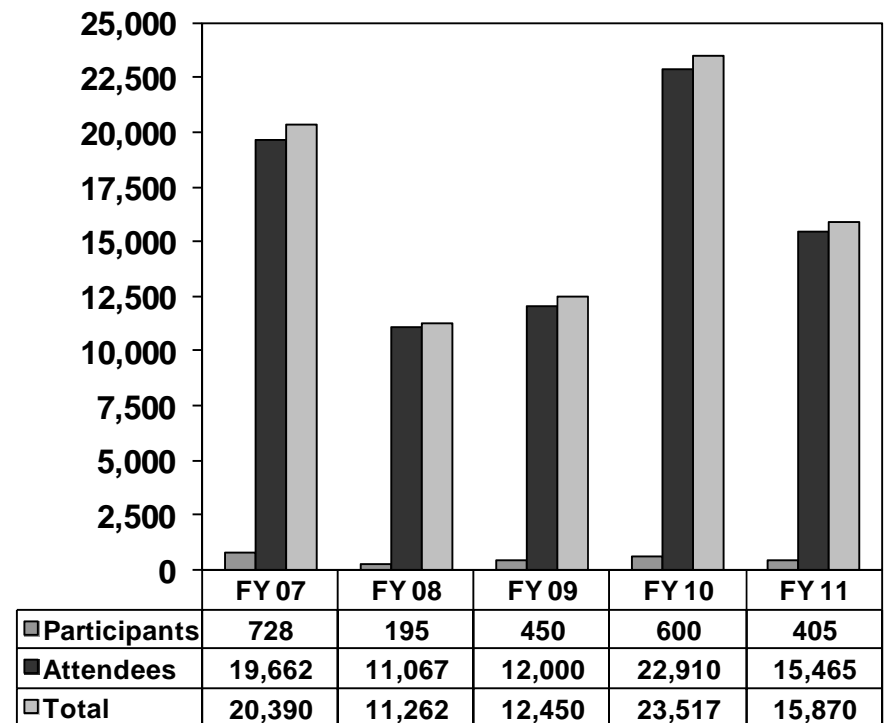
Use Federal Drug Free Grants, Drug Court Grants, and State Public Safety Grants to enhance public safety.

# Community Services Office of Drug Control Policy

## Programs



## People Served



\*Actual as of July 1, 2011

**DEPARTMENT: COMMUNITY SERVICES****DIVISION: Community Development****INDEX: 095000****ORIGIN/PURPOSE:**

Administrative Policy 300-01 provides for financial and programmatic development assistance to designated private, nonprofit human services agencies in Harford County. In FY 01, the name of this index changed from Local Grants to Community Development. Through Community Development, qualified organizations, new or established, are assisted in delivering public service needs which may not be provided within the County government structure.

This Division administers local, state, and federal grant funds given to organizations meeting citizen needs. Community Development designs programs for and writes / administers grants from outside sources resulting in additional services without additional taxpayer costs. It also provides technical assistance to any agency or organization requesting assistance.

**FY '12 - '13 GOAL:**

2 TO ENHANCE THE ABILITY OF PUBLIC AND PRIVATE SECTOR ORGANIZATIONS TO PROVIDE HUMAN SERVICES TO HARFORD COUNTY CITIZENS

**ALL FUND SUMMARY:**

		<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ORIGINAL BUDGET FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	591,117	553,068	605,286	496,487	496,487
20	CONTRACTUAL SERVICES	19,632	4,035	5,700	5,700	5,700
30	SUPPLIES & MATERIALS	3,785	2,416	1,350	1,350	1,350
40	BUSINESS & TRAVEL	4,146	2,699	2,500	2,500	2,500
70	MISCELLANEOUS	1,086,669	1,045,981	875,168	972,082	972,082
80	INTER-GOVERNMENTAL/INTER-FUND EXP	56	0	0	0	0
	<b>GRAND TOTAL</b>	<b><u>1,705,405</u></b>	<b><u>1,608,199</u></b>	<b><u>1,490,004</u></b>	<b><u>1,478,119</u></b>	<b><u>1,478,119</u></b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<u>1,705,405</u>	<u>1,608,199</u>	<u>1,490,004</u>	<u>1,478,119</u>	<u>1,478,119</u>

**DEPARTMENT: COMMUNITY SERVICES****DIVISION: Community Development****INDEX: 095000****FINANCIAL NOTES:**

The (\$11,885) net decrease in funding for Community Services - Community Development is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	16,239	0	(16,239)	One-time FY 12 funds provided for 27th pay
o	288,156	317,201	29,045	Full Time Salaries
			12,945	Salary Adjustments based on the recommendations of the Dept of Human Resources
			16,100	Turnover
			<u>29,045</u>	<u>5.59%</u>
o	143,784	46,945	(96,839)	Temporary Salaries - decrease primarily due to the reduction of funding for a Human Relations Manager position
o		(87,250)	(87,250)	Position transferred to Administration - Budget & Management Research:
			# of Positions	Salary
			1.00	(60,000)
				Fringe
				(27,250)
				Total
				(87,250)
				Grants Coordinator
o		79,167	79,167	Permanent full-time position created for the Human Relations function:
			# of Positions	Salary
			1.00	52,055
				Fringe
				27,112
				Total
				79,167
				Administrative Specialist II
o	43,671	35,173	(8,498)	Pension/Retirement rate adjustments per Treasury's estimates
o	1,512	2,187	675	Workers' Compensation rate adjustments per Treasury's estimates

**DEPARTMENT: COMMUNITY SERVICES****DIVISION: Community Development****INDEX: 095000****FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE		
o	79,506	75,166	(4,340)	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage	
o	31,428	27,076	(4,352)	FICA adjustments	
o	164,705	166,619	1,914	County Match/Transfers Out:	
		FY 12	FY 13	Change	
		25,000	17,600	(7,400)	Emergency Solution Grant based on FY 12
		124,135	133,449	9,314	Home Grant
		15,570	15,570	0	RSVP Grant
		<u>164,705</u>	<u>166,619</u>	<u>1,914</u>	
o	4,000	112,503	108,503	Grants & Contributions:	
		FY 12	FY 13	Change	
		4,000	4,000	0	Miscellaneous Contributions
		0	75,000	75,000	YMCA Aquatic Center
		0	20,000	20,000	OPEB for grant employees
		0	13,503	13,503	Human Services Grants
		<u>4,000</u>	<u>112,503</u>	<u>108,503</u>	

**INDEX: 095000**

FY 12	FY 13	CHANGE
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# DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES  
DIVISION: COMMUNITY DEVELOPMENT

Index No. 095000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist II	1.00	52,055	1.00	52,055	2.00	112,055 A
Community Resources Coordinator	1.00	41,450	1.00	43,900	0.00	0
Coordinator for Disabilities	1.00	61,895	1.00	61,895	1.00	61,895
Grants Administrator	1.00	57,859	0.00	0	0.00	0
Grants Coordinator	0.00	0	1.00	60,000	0.00	0 B
Housing Services Coordinator	0.00	0	1.00	70,306	1.00	70,306
Human Relations Manager	0.00	0	0.00	0	1.00	65,000 C
Planner I	1.00	60,000	0.00	0	0.00	0
<b>TOTAL FULL-TIME SALARIES</b>	5.00	273,259	5.00	288,156	5.00	309,256
<b>TEMPORARY SALARIES</b>		143,784		143,784		46,945 D
<b>SALARY TOTAL</b>	<b>5.00</b>	<b>417,043</b>	<b>5.00</b>	<b>431,940</b>	<b>5.00</b>	<b>356,201</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		26,324		43,671		32,058
Workers' Compensation		3,748		1,512		2,187
Health Benefits		57,227		79,506		78,751
FICA		31,904		31,428		26,468
Miscellaneous		990		990		822
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>120,193</b>		<b>157,107</b>		<b>140,286</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>16,239</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>5.00</b>	<b>537,236</b>	<b>5.00</b>	<b>605,286</b>	<b>5.00</b>	<b>496,487</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Specialist II position created for the Human Relations function - #3584

One (1) vacant Community Resources Coordinator position filled as an Administrative Specialist II - #2398

B - One (1) Grants Coordinator position transferred to Administration, Office of Budget & Management Research 024000 - #3362

C - One (1) Administrative Specialist II position reclassified to Human Relations Manager - #0053

D - Temporary salaries provide for an Administrator, and two Community Development Coordinators

## COMMUNITY SERVICES - COMMUNITY DEVELOPMENT OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To enhance the ability of public and private sector organizations to provide human services to Harford County citizens.

### **Department Objective**

To wisely allocate tax dollars to coordinate public and private resources to enhance the quality of life in Harford County.

### **County Goal(s) Supported**

III. Efficient County Government

VI. Quality Living

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Community Service Programs	94	83	80	80	75
<b><u>Output:</u></b>					
Activities sponsored / co-sponsored	77	89	89	149	100
Organizations and projects served	250	265	265	299	265
Number of programs funded	94	113	100	79	79
Progress reports submitted to federal and state agencies	80	86	86	76	76
<b><u>Efficiency:</u></b>					
Leveraged partnerships	50	50	50	58	50
<b><u>Service Quality:</u></b>					
Results of participant surveys	Excellent	Excellent	Excellent	Excellent	Excellent
<b><u>Outcome:</u></b>					
Number of people attended/affected by Community Services programs	15,750	15,000	12,000	12,246	12,000
Participants of County funded human service programs	75,150	75,000	50,000	50,000	50,000

### **Explanation and Analysis of Performance Measures**

People affected by Community Service programs include County employees and citizens who attend training and seminars sponsored by the Community Services department as well as those who access department services throughout the year.

### **Major Related Plans and Policies**

Harford County Consolidated Plan, U.S. Census Data, Continuum of Care Plan

**DEPARTMENT: COMMUNITY SERVICES****DIVISION: Emergency Assistance****INDEX: 096300****ORIGIN/PURPOSE:**

By authority of the annual Budget and Appropriation Ordinance, funds to the Maryland Department of Social Services / Harford County provide assistance to citizens as follows:

- o Assistance to persons in emergency situations for whom there are no or insufficient state or federal funds to help. Illustratively, aid is provided in forestalling evictions/foreclosures, temporary shelter, utility payments, medical (optical and dental needs, prescription drugs) and other miscellaneous emergency needs. Funds are also used for the PREP Program (Prisoners Released from Harford County Detention Center).
- o State Foster Care Board monthly supplements are forwarded to approved foster parents for each child in their care that month. Supplements increase the agency's ability to recruit foster parents for Harford County children who must be placed out of the homes of their parents or relatives. Based on the child's age (birth through 11 years of age and 12 years and older), supplements are used for items for which foster families would have to pay "out of pocket" such as class trips, caps and gowns, and other incidentals. Funds may also be used for foster parent applicants who cannot afford the cost of required medical examinations.
- o In-home aide care to severely disabled adults, thereby preventing family break-up, institutionalization, and/or hospitalization.
- o Matching funds to those funds provided by outside sources, funds are used to meet the emergency needs of Harford County citizens.

**ALL FUND SUMMARY:**

		<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ORIGINAL BUDGET FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	90,486	93,137	92,423	87,092	87,092
70	MISCELLANEOUS	77,072	79,473	71,699	71,699	71,699
<b>GRAND TOTAL</b>		<b>167,558</b>	<b>172,610</b>	<b>164,122</b>	<b>158,791</b>	<b>158,791</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	167,558	172,610	164,122	158,791	158,791

**DEPARTMENT: COMMUNITY SERVICES****DIVISION: Emergency Assistance****INDEX: 096300****FINANCIAL NOTES:**

The (\$5,331) net decrease in funding for Community Services - Emergency Assistance is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	2,872	0	(2,872) One-time FY 12 funds provided for 27th pay
o	8,046	5,571	(2,475) Pension/Retirement Rate Adjustments per Treasury's estimates
o	71,699	71,699	0 Grants and Contributions:

	<b>FY 12</b>	<b>FY 13</b>	<b>Change</b>	
	39,019	39,019	0	Emergency Assistance
	13,680	13,680	0	CS In-Home Aid
	19,000	19,000	0	CS Emergency Housing & Utility
	<u>71,699</u>	<u>71,699</u>	<u>0</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES  
DIVISION: EMERGENCY ASSISTANCE

Index No. 096300

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Housing Services Counselor	<u>1.00</u>	<u>61,895</u>	<u>1.00</u>	<u>61,895</u>	<u>1.00</u>	<u>61,895</u>
<b>SALARY TOTAL</b>	<b><u>1.00</u></b>	<b><u>61,895</u></b>	<b><u>1.00</u></b>	<b><u>61,895</u></b>	<b><u>1.00</u></b>	<b><u>61,895</u></b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		5,075		8,046		5,571
Workers' Compensation		173		124		142
Health Benefits		11,048		14,611		14,609
FICA		4,735		4,735		4,735
Miscellaneous	<u></u>	<u>140</u>	<u></u>	<u>140</u>	<u></u>	<u>140</u>
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>21,171</b>		<b>27,656</b>		<b>25,197</b>
<b>TOTAL 27TH PAY COST</b>	<u></u>	<u>0</u>	<u></u>	<u>2,872</u>	<u></u>	<u>0</u>
<b>TOTAL PERSONAL SERVICES</b>	<b><u>1.00</u></b>	<b><u>83,066</u></b>	<b><u>1.00</u></b>	<b><u>92,423</u></b>	<b><u>1.00</u></b>	<b><u>87,092</u></b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: COMMUNITY SERVICES****DIVISION: Office on Aging****INDEX: 097100****ORIGIN/PURPOSE:**

The Office on Aging was created by Harford County Code, Article XXIX, Chapter 9, Section 178, Bill No. 81-13. In addition, it is designated by the Maryland Department of Aging as the Area Agency on Aging for Harford County, the entity which administers Federal and State programs serving older adults. The purpose of the Office on Aging is to develop and provide a wide variety of services for older adults, their families and caregivers, designed to promote maximum independence and dignity, and to prevent unnecessary institutionalization.

**FY '12 - '13 GOAL:**

- 3 TO PROVIDE INFORMATION AND ASSISTANCE TO THE ELDERLY IN ORDER TO ENABLE THEM TO REMAIN INDEPENDENT WITH AN ENHANCED QUALITY OF LIFE

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	715,164	887,398	1,207,442	1,206,673	1,206,673
20	CONTRACTUAL SERVICES	63,165	61,590	70,310	74,980	74,980
30	SUPPLIES & MATERIALS	9,468	9,992	9,275	9,375	9,375
40	BUSINESS & TRAVEL	4,942	4,889	4,100	5,050	5,050
70	MISCELLANEOUS	391,261	389,662	281,730	282,355	282,355
	<b>GRAND TOTAL</b>	<b>1,184,000</b>	<b>1,353,531</b>	<b>1,572,857</b>	<b>1,578,433</b>	<b>1,578,433</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	1,184,000	1,353,531	1,572,857	1,578,433	1,578,433

**DEPARTMENT: COMMUNITY SERVICES****DIVISION: Office on Aging****INDEX: 097100****FINANCIAL NOTES:**

The \$5,576 net increase in funding for Community Services - Office on Aging is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	37,850	0	(37,850)	One-time FY 12 funds provided for 27th pay
o		53,034	53,034	Position transferred from County Council - County Council Office 401000:
				# of Positions      Salary      Fringe      Total
				1.0      40,096      12,938      53,034      Administrative Assistant II
o	99,074	68,590	(30,484)	Pension/Retirement rate adjustments per Treasury's estimates
o	175,680	188,921	13,241	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	7,876	9,165	1,289	Workers' Compensation rate adjustments per Treasury's estimates
o	540	5,210	4,670	Building/Custodial Services - custodial services for Edgewood Senior Center

**INDEX: 097100**

[illegible]

# DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES  
DIVISION: OFFICE ON AGING

Index No. 097100

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	68,695	2.00	68,695	2.00	68,695
Administrative Assistant II	0.00	0	0.00	0	1.00	40,096 A
Administrative Budget Technician II	1.00	66,544	1.00	66,544	1.00	66,544
Administrative Specialist I	1.00	72,451	1.00	72,451	1.00	72,451
Administrative Specialist II	0.00	0	1.00	70,578	1.00	70,578
Administrator	1.00	70,556	1.00	70,556	1.00	70,556
Client Advocacy Services Assistant Manager	1.00	52,811	1.00	52,811	1.00	52,811
Client Advocacy Services Manager	2.00	144,556	2.00	144,556	2.00	144,556
Long Term Care Coordinator	1.00	51,851	1.00	51,851	1.00	51,851
Manager, Senior Center Division	1.00	57,700	1.00	60,000	1.00	60,000
Planner I	0.00	0	1.00	60,000	1.00	60,000
Senior Center Specialist	1.00	48,110	2.00	104,069	2.00	104,069
<b>FULL-TIME SALARIES</b>	11.00	633,274	14.00	822,111	15.00	862,207
<b>PART-TIME SALARIES</b>						
Senior Center Specialist	0.60	26,340	0.00	0	0.00	0
<b>TOTAL PART-TIME SALARIES</b>	0.60	26,340	0.00	0	0.00	0
<b>SALARY TOTAL</b>	<b>11.60</b>	<b>659,614</b>	<b>14.00</b>	<b>822,111</b>	<b>15.00</b>	<b>862,207</b>

# DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES  
DIVISION: OFFICE ON AGING

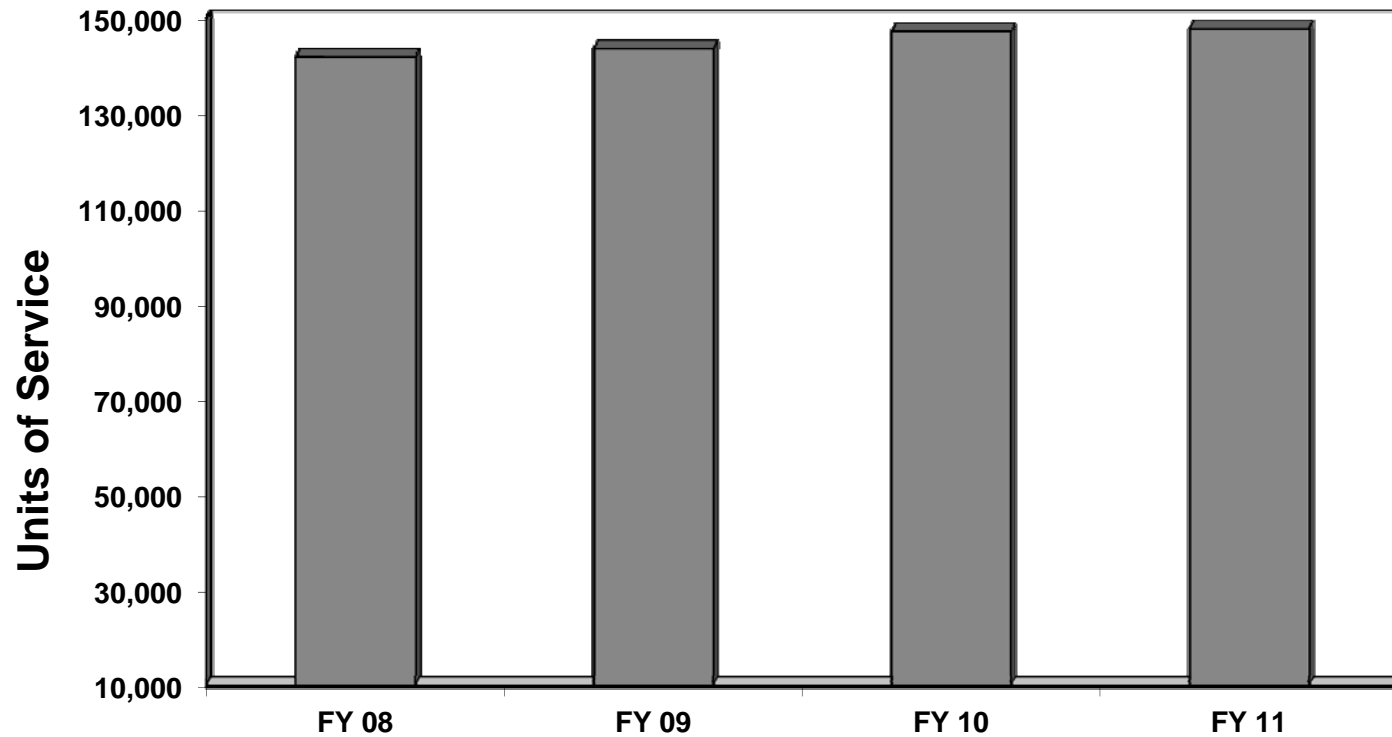
Index No. 097100

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		54,088		99,074		72,199
Workers' Compensation		9,458		7,876		9,257
Health Benefits		131,763		175,680		194,951
FICA		50,460		62,891		65,959
Miscellaneous		1,680		1,960		2,100
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>247,449</b>		<b>347,481</b>		<b>344,466</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>37,850</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>11.60</b>	<b>907,063</b>	<b>14.00</b>	<b>1,207,442</b>	<b>15.00</b>	<b>1,206,673</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Assistant II position transferred from County Council Office 401000 - #0509

**Community Services  
Office on Aging  
Units of Service to Harford County Seniors**



**DEPARTMENT: COMMUNITY SERVICES****DIVISION: Harford Transit****INDEX: 097200****ORIGIN/PURPOSE:**

Harford Transit provides public and specialized transportation services in Harford County. Services include ten public bus routes operating Monday through Friday, as well as door-to-door service for the elderly and disabled persons.

**FY '12 - '13 GOAL:**

- 4 TO PROVIDE DEPENDABLE AND EFFECTIVE TRANSPORTATION TO THE COUNTY'S TRANSIT-DEPENDENT POPULATION BY CONNECTING POPULATION CENTERS

**ALL FUND SUMMARY:**

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>					
10 PERSONAL SERVICES	698,662	658,226	795,343	808,700	808,700
20 CONTRACTUAL SERVICES	78,835	77,758	94,042	100,542	100,542
30 SUPPLIES & MATERIALS	7,288	7,529	7,250	7,250	7,250
40 BUSINESS & TRAVEL	227,771	64,529	255,275	255,275	255,275
70 MISCELLANEOUS	1,064,002	850,671	1,289,723	1,113,486	1,113,486
80 INTER-GOVERNMENTAL / INTER-FUND	56,076	56,201	0	0	0
<b>GRAND TOTAL</b>	<b>2,132,634</b>	<b>1,714,914</b>	<b>2,441,633</b>	<b>2,285,253</b>	<b>2,285,253</b>
<b><u>FUNDING SOURCE:</u></b>					
11 GENERAL	<b>2,132,634</b>	<b>1,714,914</b>	<b>2,441,633</b>	<b>2,285,253</b>	<b>2,285,253</b>

**DEPARTMENT: COMMUNITY SERVICES****DIVISION: Harford Transit****INDEX: 097200****FINANCIAL NOTES:**

The (\$156,380) net decrease in funding for Community Services - Harford Transit is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	25,167	0	(25,167)	One-time FY 12 funds provided for 27th pay
o	407,670	414,240	6,570	Full Time Salaries
			6,570	Staff Turnover <u>1.61%</u>
o	134,420	124,420	(10,000)	Temporary Salaries - decrease based on actual expense history
o		51,318	51,318	Position transferred from County Council - County Council Office 401000:
			# of Positions	Salary
			1.00	42,760
				Fringe
				8,558
				Total
				51,318
				Administrative Assistant II
o	70,472	48,481	(21,991)	Pension/Retirement rate adjustments per Treasury's estimates
o	83,565	100,264	16,699	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	25,000	20,000	(5,000)	Overtime - decrease based on actual expense history
o	41,790	42,737	947	FICA rate adjustments
o	16,342	16,342	0	Other Professional Services - funding provides for Route Match software service contract, uniform repairs/emblems and miscellaneous expenses.

**INDEX: 097200**

	FY 12	FY 13	CHANGE	
o	3,500	9,500	6,000	Office Equipment - upgraded copier lease in FY 12
o	41,950	42,450	500	Line items significantly adjusted, based on actual expense history and state of the economy:
		FY 12	FY 13	Change
		22,000	21,500	(500) Electricity
		9,000	8,500	(500) Heating Fuel (Gas)
		10,200	12,000	1,800 Telephone Service
		500	350	(150) Other Advertising
		250	100	(150) Office Equipment Service
		<u>41,950</u>	<u>42,450</u>	<u>500</u>
o	1,289,723	1,113,486	(176,237)	County Match/Transfers Out:
		FY 12	FY 13	Change
		356,401	356,401	0 SSTAP
		687,575	687,575	0 Section 5307
		65,000	65,000	0 MTA Capital Grants
		4,510	4,510	0 Americans with Disabilities
		69,671	0	(69,671) Job/Access/Reverse Commute *
		83,724	0	(83,724) New Freedom *
		22,842	0	(22,842) Employment Express - not needed in FY 13
		<u>1,289,723</u>	<u>1,113,486</u>	<u>(176,237)</u>
				* Match obligation met in FY 12

# DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES  
DIVISION: HARFORD TRANSIT

Index No. 097200

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accounting Technician I	0.00	0	0.00	0	1.00	48,896 A
Administrative Assistant II	1.00	48,110	0.00	0	1.00	42,760 B
Administrative Budget Technician I	1.00	44,404	1.00	39,900	1.00	39,900
Administrative Specialist I	0.00	0	1.00	42,326	0.00	0
Administrator	1.00	85,000	1.00	85,000	1.00	85,000
Clerk Dispatcher	1.00	34,734	0.00	0	0.00	0
Communications Specialist I	1.00	36,842	2.00	71,576	2.00	71,576
Communications Specialist II	1.00	43,825	1.00	43,825	1.00	43,825
Manager, Harford Transit	2.00	125,535	2.00	125,043	2.00	125,043
<b>TOTAL FULL-TIME SALARIES</b>	8.00	418,450	8.00	407,670	9.00	457,000
<b>TEMPORARY SALARIES</b>		140,421		134,420		124,420 C
<b>SALARY TOTAL</b>	<b>8.00</b>	<b>558,871</b>	<b>8.00</b>	<b>542,090</b>	<b>9.00</b>	<b>581,420</b>

# DIVISION STAFF SUMMARY

DEPARTMENT: COMMUNITY SERVICES  
DIVISION: HARFORD TRANSIT

Index No. 097200

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		40,212		70,472		52,330
Workers' Compensation		6,168		6,139		6,218
Health Benefits		73,381		83,565		101,464
Overtime		30,000		25,000		20,000
FICA		45,048		41,790		46,008
Miscellaneous		1,120		1,120		1,260
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>195,929</b>		<b>228,086</b>		<b>227,280</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>25,167</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>8.00</b>	<b>754,800</b>	<b>8.00</b>	<b>795,343</b>	<b>9.00</b>	<b>808,700</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

- A - One (1) vacant Administrative Specialist I position filled as an Accounting Technician I - #1716
- B - One (1) Administrative Assistant II position transferred from County Council Office 401000 - #0512
- C - Temporary Salaries for Bus Drivers reduced based on actual expense history

## COMMUNITY SERVICES - HARFORD TRANSIT OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide dependable and effective transportation to the County's transit-dependent population by connecting population centers.

### **Department Objective**

To continue to operate a fixed bus system serving population centers in Havre de Grace, Aberdeen, Bel Air, Edgewood, Joppa, and points in between. Provide demand response service to the elderly and to citizens with disabilities.

### **County Goal(s) Supported**

VI. Infrastructure

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Number of fixed routes	10	9	9	10	10
Number of buses	36	39			
<b><u>Output:</u></b>					
Number of fixed route trips	17,528	16,616	16,817	16,817	16,817
Number of demand response trips	14,608	12,697	16,675	17,008	17,348
<b><u>Efficiency:</u></b>					
Percent of Maryland Transit Administration fare box recovery requirement met:					
Fixed Routes	12.0%	13.8%	14.5%	14.7%	14.9%
All Services	12.0%	12.9%	13.2%	13.4%	13.6%
<b><u>Service Quality:</u></b>					
Percent of riders elderly or disabled	25%	24%	22%	22%	22%
<b><u>Outcome:</u></b>					
Total number of passengers transported	289,592	273,712	317,614	323,966	330,445
Number of elderly and disabled passengers transported	72,345	65,813	70,123	71,525	72,955

### **Explanation and Analysis of Performance Measures**

Bus transportation within the County enables those without access to automobile transportation to reach places of employment, education, medical treatment and commerce. Increasing ridership on fixed routes requires dependable service at convenient times and locations. The Maryland Transit Administration sets guidelines as to what percentage of the agency budget should be recovered via fare revenues; meeting these guidelines is a goal for Harford Transit.

### **Major Related Plans and Policies**

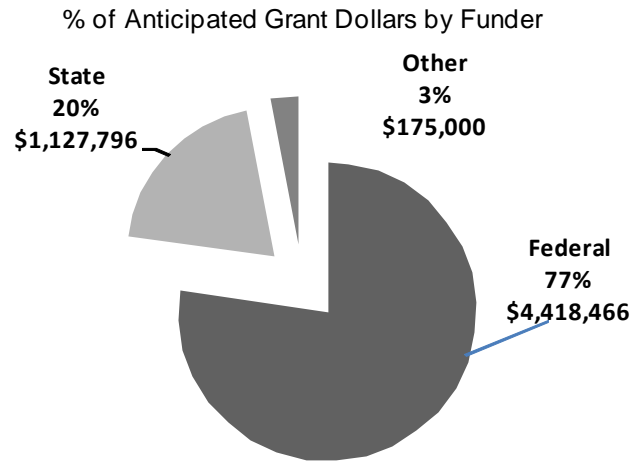
Harford County Transportation Plan, Area Aging Plan

# FY13 Anticipated Grant Award Dollars

(July 1, 2012 to June 30, 2013)

## COMMUNITY SERVICES

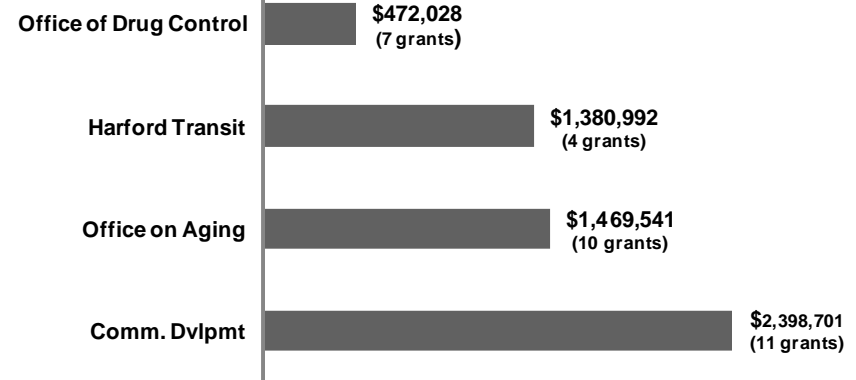
Community Development \* Office on Drug Control \* Harford Transit \* Office on Aging



Requested County Match \$1,579,460

Community Development	\$ 166,619
Office on Drug Control	\$ 22,000
Harford Transit	\$ 1,113,486
Office on Aging	\$ 277,355

Anticipated Grant Award Dollars \$5,721,262\*



Total Anticipated Grant Awards: 32

\* Does not include County Match or Capital Projects

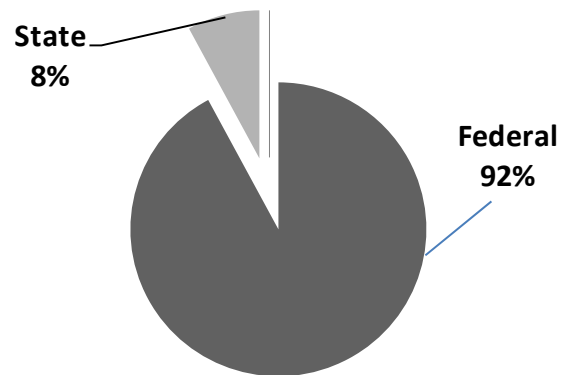
Anticipated Federal, State and Local funding flowing through these Departments provide the opportunity to provide the citizens of Harford County with much needed public service programs. Citizens have the opportunity to be a beneficiary of programs such as Community Development Block Grant for projects benefitting the low-to-moderate income population in the County; Home Investment Partnership Programs where funds will be used to create more affordable housing opportunities for low income and first-time eligible homeowners; Emergency Shelter and Transitional housing services and housing for persons with AIDS. Anticipated grant funds will also provide funding for alcohol and drug prevention services, anti-gang funding, public transportation services, transportation alternatives including carpools and vanpools along with curb-to-curb transportation services for the elderly population and persons with disabilities. Anticipated Federal and State grant funds allow programs to promote public awareness for Medicare and Medicaid healthcare fraud, abuse; transitioning nursing home residents to the community and providing programming opportunities at senior activity centers.

# FY13 Anticipated Grant Award Dollars

(July 1, 2012 to June 30, 2013)

## COMMUNITY SERVICES (Community Development)

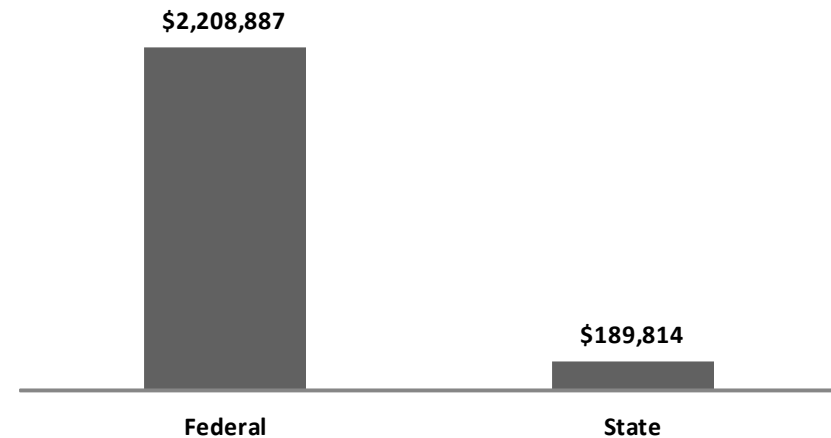
% of Anticipated Grant Dollars by Funder



# of Anticipated Grant Awards: 11

Federal	6
State	5
State/Other	0
Other	0

Anticipated Grant Award Dollars \$2,398,701\*



*Requested County Match \$166,619*

*\* Does not include County Match or Capital Projects*

Anticipated Federal and State funding flowing through Community Development provides the citizens of Harford County with a much needed public service program. Citizens will have the opportunity to be a beneficiary of programs such as the Community Development Block Grant for projects benefitting the low-to-moderate income population in the county; Home Investment Partnership Programs where funds will be used to create more affordable housing opportunities for low income and first-time eligible homeowners; as well as a program to provide housing services for persons with AIDS.

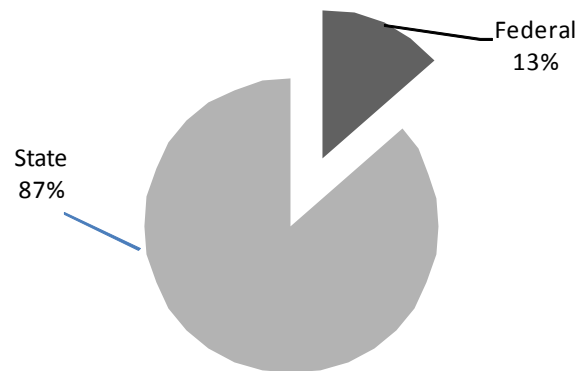
Community Services (Community Development) - Anticipated FY13 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Community Mediation	Grant provides for the support of the operational aspects of the mediation center.		\$53,962			7/1/12 - 6/30/13	Recurring
RSVP	Grant funds the Volunteer program along with volunteer support costs.	\$125,343			\$15,570	4/1/12 - 3/31/13	Recurring
Service-Linked Housing	Grant funds the salary of a case manager employed by Inner County Outreach.		\$17,242			7/1/12 - 6/30/13	Recurring
Homeless Women's Crisis Shelter Home Program	Grant funds the salary of a case manager employed by The Sexual Assault/Spouse Abuse Resource Center.		\$66,944			7/1/12 - 6/30/13	Recurring
Emergency Food Assistance Program (TEFAP)	Grant provides funding to supply food to local food pantries.		\$20,000			10/1/12 - 9/30/13	Recurring
Supportive Housing Grant	The Supportive Housing grants are a "pass through" grant for temporary and permanent housing expenses including leasing, operating costs, and supportive services. Most provide an administrative portion for Harford County. The grants are distributed to Alliance, Inc. (\$463,459) and Faith Communities and Civic Agencies United (\$20,372).	\$483,831				10/1/12 - 9/30/13	Recurring
Community Development Block Grant	Grant funds benefit low to moderate income population eliminating slum and blight, and meets urgent community development needs.	\$948,101				7/1/12 - No end date	Recurring
Home Investment Partnership	Grant funds allow for expanding the supply of decent and affordable housing in Harford County.	\$533,796			\$133,449	7/1/12 - No end date	Recurring
Emergency and Transitional Housing Services (ETHS) and Homeless Prevention Program (HPP)	Grant funds assist homeless persons/families and those at risk of becoming homeless with shelter and supportive services, both in emergency and transitional shelters.		\$31,666			6/30/13	Recurring
Emergency Solutions Grant	Grant funds emergency services for homeless people, including shelter and supportive services and transitional shelters.	\$29,750			\$17,600	10/1/12 - 9/30/13	Recurring
RideShare	Grant funds the Ridesharing/Commuter Assistance programs in the Baltimore/Washington area.	\$88,066				7/1/12 - 6/30/13	Recurring
TOTALS		\$2,208,887	\$189,814	\$0	\$166,619		
<b>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH</b>	<b>\$2,398,701</b>						

# FY13 Anticipated Grant Award Dollars

(July 1, 2012 to June 30, 2013)

## COMMUNITY SERVICES (Office of Drug Control Policy)

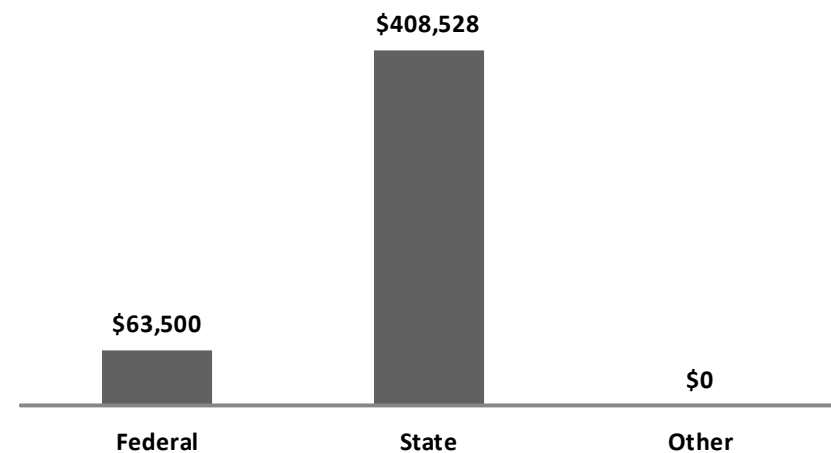
% of Anticipated Grant Award Dollars by Funder



# of Anticipated Grant Awards: 7

Federal	1
State	6
State/Other	0
Other	0

Anticipated Grant Award Dollars (\$472,028) \*



*Requested County Match \$22,000*

*\* Does not include County Match or Capital Projects*

Anticipated Federal funding will address underage drinking in Harford County. Funds pay for overtime for law enforcement, training and media campaigns, and to supplement the operation of a DUI Court in the District Court of Maryland serving Harford County. Anticipated State funding will provide funding for the enhancement of the Juvenile Drug Court, drug and alcohol prevention, and implementing environmental strategies for drug and alcohol prevention.

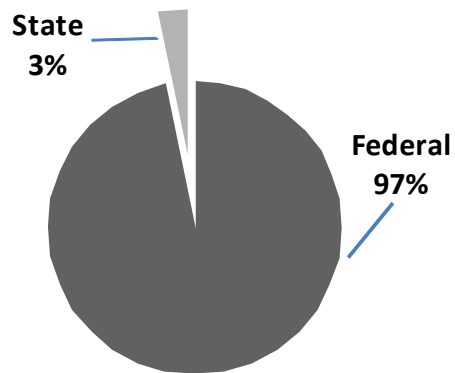
Community Services (Office of Drug Control Policy) - Anticipated FY13 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
DJS-Juvenile Drug Court	Grant provides for the enhancement of the Juvenile Drug Court.		\$50,000			7/1/12 - 6/30/13	Recurring
ADAA-Prevention Services	Grant provides funding for drug and alcohol prevention.		\$103,476			7/1/12 - 6/30/13	Recurring
ADAA-Maryland Strategic Prevention Framework	Grant funds the implementation of environmental strategies for drug and alcohol prevention.		\$33,475			7/1/12 - 6/30/13	Recurring
Harford County Circuit Family Recovery - Juvenile Drug Court Program	Grant provides for the coordinator's salary, drug testing, transportation, and for case management for family recovery and juvenile drug courts.		\$105,000			7/1/12 - 6/30/13	Recurring
Harford County District Adult Drug - DUI Court Programs	Grant funds support one Assistant State's Attorney salary/fringe; drug testing and transportation for courts.		\$90,000			7/1/12 - 6/30/13	Recurring
Harford Mental Health Court Program (District Court)	Grant funds case management and transportation for clients in mental health court.		\$26,577			7/1/12 - 6/30/13	Recurring
Harford County DUI Offender Court	Grant funds supplement the operation of a DUI Court in the District Court of Maryland serving Harford County.	\$63,500			\$22,000	10/1/12 - 9/30/13	Recurring
TOTALS		\$63,500	\$408,528	\$0	\$22,000		
<b>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH</b>	<b>\$472,028</b>						

# FY13 Anticipated Grant Award Dollars

(July 1, 2012 to June 30, 2013)

## COMMUNITY SERVICES (Harford Transit)

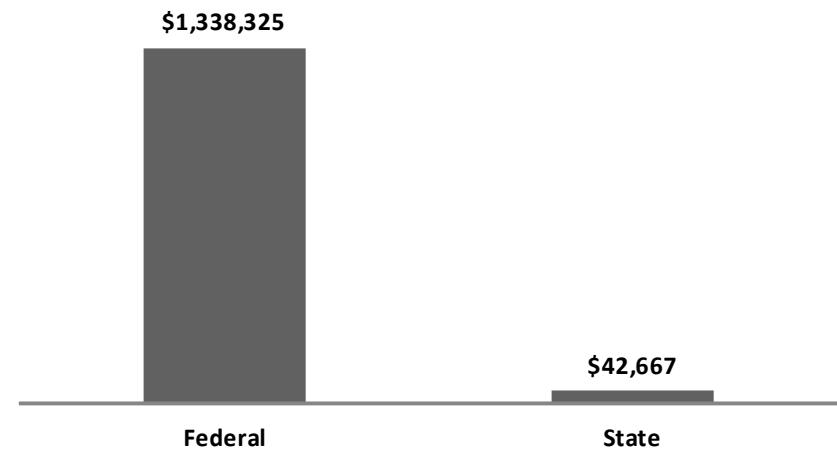
% of Anticipated Grant Dollars by Funder



# of Anticipated Grant Awards: 4

Federal	2
State	1
Federal/State	1
Other	0

Anticipated Grant Award Dollars \$1,380,992 \*



*Requested County Match \$1,113,486*

*\* Does not include County Match or Capital Projects*

Harford Transit anticipates receiving three Federal grants which will provide for public transportation services to the citizens of Harford County, and to provide public transportation services to disabled persons equivalent to the transportation services provided to the general public. Anticipated federal funds will provide for the purchase or replacement of vehicles, as well as to cover the cost of preventive maintenance on vehicles and other equipment.

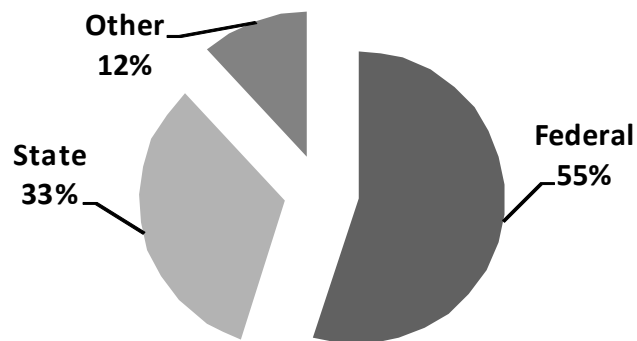
Community Services (Harford Transit) - Anticipated FY13 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
5307 Operating Assistance	To provide public transportation services to the citizens of Harford County.	\$1,062,954			\$687,575	7/1/12 - 6/30/13	Recurring
ADA	To provide public transportation services to disabled persons equivalent to transportation services provided to the general public.		\$17,667		\$4,510	7/1/12 - 6/30/13	Recurring
SSTAP Operating Assistance	To provide curb-to-curb transportation services for the elderly population & persons with disabilities.	\$170,371			\$356,401	7/1/12 - 6/30/13	Recurring
MTA Capital	To provide funds to purchase or replace vehicles, cover cost of preventive maintenance on vehicles and other equipment.	\$105,000	\$25,000		\$65,000	7/1/12 - 6/30/15	Recurring
TOTALS		\$1,338,325	\$42,667	\$0	\$1,113,486		
<b>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH</b>	<b>\$1,380,992</b>						

# FY13 Anticipated Grant Award Dollars

(July 1, 2012 to June 30, 2013)

## COMMUNITY SERVICES (Office on Aging)

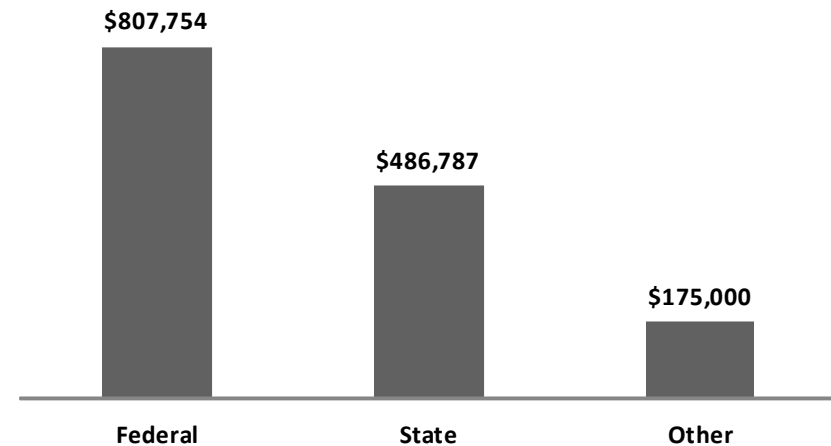
% of Anticipated Grant Dollars by Funder



# of Anticipated Grant Awards: 10

Federal	5
State	1
Federal/State	1
Other	3

Anticipated Grant Award Dollars \$1,469,541 \*



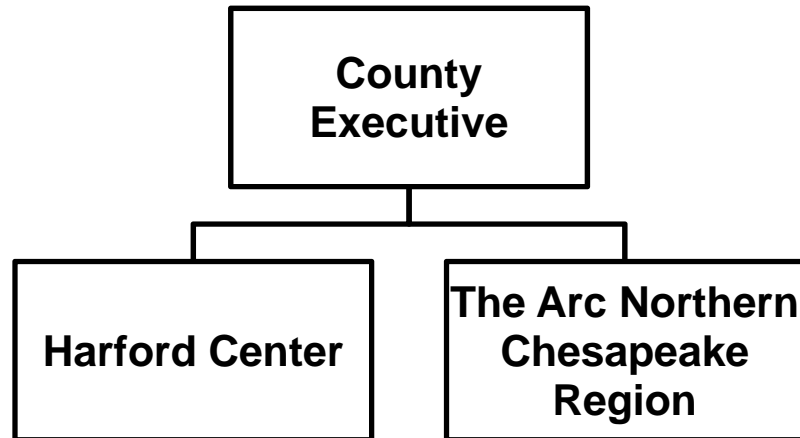
*Requested County Match \$277,355*

*\* Does not include County Match or Capital Projects*

Anticipated Federal and State funding will provide support services and information for persons over the age of 60 and to those over 18 years of age with a disability. The grant will also provide very low income, disabled senior adults a choice between assisted living care, in-home care or nursing home care to enable them to remain in the community much longer before institutionalization. Other funds include collected fees, fundraising projects, donations and monies received by a non-profit.

Community Services (Office on Aging) - Anticipated FY13 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Cultural Arts Program	Grant funds will provide cultural programming at senior centers.			\$2,000	\$2,000	7/1/12 - 6/30/13	Recurring
Money Follows the Person - Maryland Access Point	This grant provides a single point of connection to support services and information for persons over the age of 60 and to those over 18 years of age with a disability.	\$50,000				7/1/12 - 6/30/13	Recurring
Maryland Department of Aging Grants	These grants provide a variety of services to people over the age of 60; State Nutrition; Senior 1 & A; Senior Care; SALGHS, State Ombudsman and VEPI.		\$447,818			7/1/12 - 6/30/13	Recurring
Medicaid Waiver Admin/Case Mgmt	Grant provides very low income, disabled senior adults a choice between assisted living care, in-home care or finally, nursing home care, to enable them to remain in the community much longer before institutionalization.	\$124,912	\$38,969			7/1/12 - 6/30/13	Recurring
Money Follows the Person	Grant provides funds for transitioning nursing home residents who are on Medicaid to the community; either to their home, home of a family member, or an assisted living facility of 4 or less people.	\$14,580				7/1/12 - 6/30/13	Recurring
Older Americans Act	Grant provides a variety of services to people over the age of 60. Programs include Congregate Nutrition, Home Delivered Meals, Legal Services, Senior Center operation and programs, Ombudsman, Senior Information & Assistance, In-Home Services, Health Education and Physical Fitness, and Caregiver's support and services.	\$589,628			\$254,326	10/1/12 - 9/30/13	Recurring
Senior Emergency Fund	Grant provides emergency needs for seniors not covered by sources. Typical expenditures include funding for medications, temporary assistance with utility bills, housing costs, and durable medical equipment			\$25,000		7/1/12 - 6/30/13	Recurring
Senior Classes	Grant provides optional educational and recreational classes for seniors at senior activity centers. Fees are paid to contractual instructors based on number of people registered for individual classes.			\$148,000		7/1/12 - 6/30/13	No End Date
SHIP	Grant funds provide health insurance counseling (e.g. Medicare, private insurance, HMOs, insurance fraud); assists people with organizing medical bills, and advocates with medical providers. Provides information and referral; Medicaid, QMB, SLMB, MPAP, etc.	\$21,680			\$14,543	4/1/12 - 3/31/13	Recurring
Senior Medicare Patrol	Grant funds provide services to educate the public regarding curbing abuse in Medicare & Medicaid.	\$6,954			\$6,486	7/1/12 - 6/30/13	Recurring
TOTALS		\$807,754	\$486,787	\$175,000	\$277,355		
TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH	\$1,469,541						

# HANDICAPPED CARE CENTERS



## HANDICAPPED CARE CENTERS

### ORIGIN/PURPOSE:

Handicapped Care Centers is a group of budgetary funds supporting mentally/physically handicapped rehabilitation services. These services are provided by two private, non-profit organizations - the Harford Center, Inc., and the ARC Northern Chesapeake Region. These programs offer educational and vocational opportunities with the community for mentally/physically handicapped residents.

County contributions to these organizations are payable to the Maryland State Department of Health and Mental Hygiene and must be, at a minimum, the amount paid by County Government in Fiscal Year 1984. These payments are mandated by the Development Disabilities Law, Section 7-705, in the Health General Article of the Annotated Code of Maryland.

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
70	MISCELLANEOUS	2,298,730	2,298,730	2,298,730	2,298,730	2,298,730
	<b>GRAND TOTAL</b>	<b><u>2,298,730</u></b>	<b><u>2,298,730</u></b>	<b><u>2,298,730</u></b>	<b><u>2,298,730</u></b>	<b><u>2,298,730</u></b>
	<b><u>SUMMARY BY FUND:</u></b>					
11	GENERAL	2,298,730	2,298,730	2,298,730	2,298,730	2,298,730
	<b>GRAND TOTAL</b>	<b><u>2,298,730</u></b>	<b><u>2,298,730</u></b>	<b><u>2,298,730</u></b>	<b><u>2,298,730</u></b>	<b><u>2,298,730</u></b>
	<b><u>SUMMARY BY DIVISION:</u></b>					
141000	HARFORD CENTER	553,036	553,036	553,036	553,036	553,036
142000	ARC NORTHERN CHESAPEAKE REGION	1,745,694	1,745,694	1,745,694	1,745,694	1,745,694
	<b>GRAND TOTAL</b>	<b><u>2,298,730</u></b>	<b><u>2,298,730</u></b>	<b><u>2,298,730</u></b>	<b><u>2,298,730</u></b>	<b><u>2,298,730</u></b>

### FINANCIAL NOTES:

There is no change in funding for the Handicapped Care Centers.

	FY 12	FY 13	CHANGE	
o	103,965	103,965	0	Grants & Contributions:
			FY 12	FY 13
			64,670	64,670
			39,295	39,295
			<u>103,965</u>	<u>103,965</u>
				CHANGE
				0
				0
				<u>0</u>
o	2,194,765	2,194,765	0	Payments to Other Gov't Agencies - Harford County's funding to support the services of Handicapped Care Centers:
			FY 12	FY 13
			488,366	488,366
			1,706,399	1,706,399
			<u>2,194,765</u>	<u>2,194,765</u>
				CHANGE
				0
				0
				<u>0</u>

**DEPARTMENT: HANDICAPPED CARE CENTERS****DIVISION: The Harford Center, Inc.****INDEX: 141000****ORIGIN/PURPOSE:**

The Harford Center, Inc., was created by Bill No. 78-3, Article XXV of the Harford County Code, to operate a residential and day-care training and rehabilitation center to properly care for and provide necessary services to the severely / profoundly developmentally disabled and multi-handicapped adults. The Center services the following individuals: mentally retarded, autistic, brain damaged, cerebral palsied, hearing impaired, visually impaired, physically handicapped, emotionally disturbed, dually diagnosed Mentally Handicapped (MH) and Mental Retardation (MR), and head trauma.

**FY '12 - '13 GOAL:**

- 1 PREPARE EACH CLIENT TO INDEPENDENTLY PERFORM DAILY LIVING SKILLS AND READY THEM FOR A VOCATIONAL PLACEMENT

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
70	MISCELLANEOUS	553,036	553,036	553,036	553,036	553,036
	<b>GRAND TOTAL</b>	<b>553,036</b>	<b>553,036</b>	<b>553,036</b>	<b>553,036</b>	<b>553,036</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	553,036	553,036	553,036	553,036	553,036

**FINANCIAL NOTES:**

There is no change in funding for the Handicapped Care Centers - The Harford Center Inc.:

	FY 12	FY 13	CHANGE
o	64,670	64,670	0 Grants & Contributions - Paid to the State of Maryland Department of Health & Mental Hygiene, per State law set in 1984
o	488,366	488,366	0 Payment to Other Gov't Agencies - Harford County's funding to support services of the Harford Center

## THE HARFORD CENTER OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To prepare each client to independently perform daily living skills and ready them for a vocational placement.

### **Department Objective**

To increase the percentage of clients able to independently perform daily living skills.

### **County Goal(s) Supported**

VI. Quality of Living

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$582,143	\$582,143	\$582,143	\$582,143	\$582,143
Number of staff	26	26	26	26	27
<b><u>Output:</u></b>					
# of comprehensive programs offered to clients	90	100	103	106	116
<b><u>Efficiency:</u></b>					
Cost of program per client per year	\$6,468	\$6,468	\$6,468	\$6,500	\$6,750
<b><u>Service Quality:</u></b>					
Percent of clients reacting positively to programs	100%	100%	100%	100%	100%
<b><u>Outcome:</u></b>					
Percent of clients able to independently perform daily living skills after participating in multiple programs	82%	85%	85%	87%	88%

### **Explanation and Analysis of Performance Measures**

The Harford Center provides a day habilitation program to individuals with multi-faceted disabilities while allowing their primary caregivers to remain in the workforce. This provides a safe and stimulating environment for daily enrichment, and will design an individualized plan for each person to maximize that participant's ability.

**DEPARTMENT: HANDICAPPED CARE CENTERS**  
**DIVISION: The ARC Northern Chesapeake Region**  
**INDEX: 142000**

**ORIGIN/PURPOSE:**

The ARC Northern Chesapeake Region creates opportunities for people with mental retardation to develop and exercise the competence that will empower them to make choices in the pursuit of their own personal futures and to participate fully in the life of the community. It also provides support for families of persons with mental retardation to enable them to provide a stable and nurturing environment for all family members. The ARC provides direct services in the areas of residential, community supported living arrangements, individual support services, family support services, foster care, adoption, employment, and transportation services. The ARC also provides individual and systems advocacy plus information and referral services.

**FY '12 - '13 GOAL:**

- 1 TO MINIMIZE STAFF TURNOVER AND TO INCREASE RETENTION IN ORDER TO MAINTAIN A QUALIFIED WORKFORCE

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
70	MISCELLANEOUS	1,745,694	1,745,694	1,745,694	1,745,694	1,745,694
	<b>GRAND TOTAL</b>	<b>1,745,694</b>	<b>1,745,694</b>	<b>1,745,694</b>	<b>1,745,694</b>	<b>1,745,694</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	1,745,694	1,745,694	1,745,694	1,745,694	1,745,694

**FINANCIAL NOTES:**

There is no change in funding for the Handicapped Care Centers - The ARC Northern Chesapeake Region:

	FY 12	FY 13	CHANGE
o	39,295	39,295	0 Grants & Contributions - Paid to the State of Maryland Department of Health & Mental Hygiene, per State Law set in 1984
o	1,706,399	1,706,399	0 Payment to Other Gov't Agencies - Harford County's funding to support services of the ARC - including support rehabilitation of homes

## THE ARC NORTHERN CHESAPEAKE REGION OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To minimize staff turnover and to increase retention in order to maintain a qualified workforce.

### **Department Objective**

To maintain a turnover rate in Vocational Services of less than 40% and to maintain a turnover rate in Residential Services of less than 45%.

### **County Goal(s) Supported**

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$1,837,573	\$1,745,694	\$1,745,694	\$1,745,694	\$1,945,694
<b><u>Output:</u></b>					
# of staff who have left the ARC within the past 12 months	88	115	100	100	95
# of new hires within the past 12 months	41	105	125	115	125
<b><u>Efficiency:</u></b>					
Average cost of training a new hire	\$1,336	\$1,336	\$1,809	\$1,700	\$1,800
Average time spent on paperwork per termination	5 hours	5 hours	5 hours	5 hours	5 hours
Average time spent on paperwork per new hire	8 hours	8 hours	8 hours	8 hours	8 hours
<b><u>Service Quality:</u></b>					
Employees report a score of job satisfaction on a 5 pt. scale	*	3.83%	3.83%	N/A	N/A
Percent of employees hired who remain 1 year or longer	42%	61%	74%	N/A	N/A
<b><u>Outcome:</u></b>					
Average turnover rate in the past twelve months for Vocational Services	32%	39%	21%	40%	40%
Average turnover rate in the past twelve months for Residential Services	46%	53%	56%	45%	45%

### **Explanation and Analysis of Performance Measures**

High staff turnover, recruitment, and retention is the number one issue facing service providers. This turnover rate has a strong impact on the quality of services that we provide. Stability of staff is critical to the growth and quality of life of the people who receive services from the ARC.

\* Survey conducted biannually

N/A Data will not be available until the year is complete

## OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS

### ORIGIN/PURPOSE

The Office of Governmental and Community Relations was formed by Harford County Code, Chapter 9, Article XXV, Section 198, Executive Order #91-2 to provide the residents of the County with a responsive, effective means of accessing the services provided by their local government. This office responds to citizen inquiries and complaints and coordinates responses to citizen issues with either County, State and Federal agencies. This office also assists County non-profit agencies in the promotion of their efforts, coordinates the regional Community Councils, directs the Public Information Office, produces the County employee newsletter, produces informational video segments and programs and distributes press releases on issues of immediate or relevant concern or interest to the employees and the public at-large. In its dual role as Office of Public Information, this office is responsible for developing and maintaining relationships with local and regional media. Additionally, the office serves as liaison to Federal and State Agencies, the County Council, and the General Assembly on all legislative issues affecting the residents and government of Harford County.

Per Executive Order 10-05 the Office of Governmental and Community Relations was abolished, therefore all funding was transferred to the new index #015000 - Constituent Services under the County Executive's Office - Chief of Staff.

## OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	435,218	0	0	0	0
20	CONTRACTUAL SERVICES	27,589	0	0	0	0
30	SUPPLIES & MATERIALS	8,785	0	0	0	0
40	BUSINESS & TRAVEL	4,129	0	0	0	0
80	INTER-GOVERNMENTAL / INTER-FUND	1,470	0	0	0	0
	<b>GRAND TOTAL</b>	<b>477,191</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### **SUMMARY BY FUND:**

11	GENERAL	477,191	0	0	0	0
	<b>GRAND TOTAL</b>	<b>477,191</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

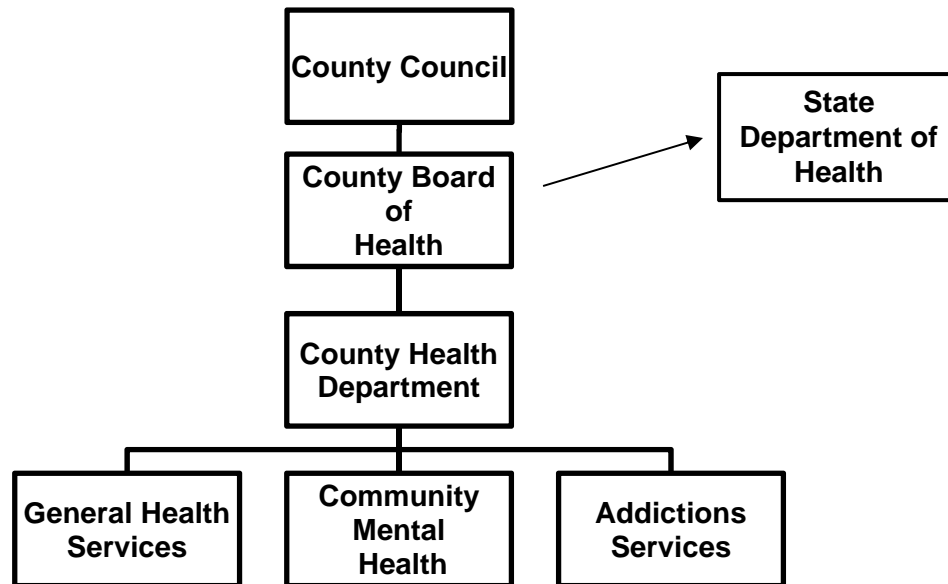
### **SUMMARY BY DIVISION:**

151000	OFFICE OF GOV'T & COMMUNITY RELATIONS	477,191	0	0	0	0
	<b>GRAND TOTAL</b>	<b>477,191</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### FINANCIAL NOTES:

Per Executive Order 10-05 the Office of Governmental and Community Relations was abolished, therefore all funding was transferred to the new index #015000 - Constituent Services under the County Executive's Office - Chief of Staff

# HEALTH DEPARTMENT



## HEALTH

### ORIGIN/PURPOSE:

The Harford County Health Department is a service delivery unit of the State Department of Health and Mental Hygiene and the County Board of Health. It is responsible for the provision of a wide range of preventative health care and clinical and environmental health services. This department also provides alcoholism and drug treatment services and Women's, Infants, and Children Nutrition Program (WIC) services. The department provides for assessment, policy development, and assurance functions which protect all citizens against preventable disease, premature loss of life, and environmental pollution.

The Health Department operates under Article 25A, Section 5 (Y) of the Annotated Code of Maryland. Additionally, Chapter 9, Article II, Section 116, of the Harford County Code designates the County Council as the local Board of Health.

### MISSION STATEMENT:

TO MAKE HARFORD COUNTY THE HEALTHIEST COUNTY IN THE STATE OF MARYLAND

### FY '12 - '13 KEY GOALS:

- 1 ESTABLISH AND MAINTAIN A COORDINATED SYSTEM OF CONTINUOUS HEALTH ASSESSMENT, POLICY DEVELOPMENT AND ASSURANCE FOR THE DELIVERY OF PUBLIC HEALTH SERVICES TO THE CITIZENS
- 2 STRIVE FOR AN OPTIMUM LEVEL OF PROTECTION AGAINST PREVENTABLE DISEASE, PREMATURE LOSS OF LIFE AND ENVIRONMENTAL POLLUTION
- 3 PREVENT AND CONTROL EPIDEMICS

## HEALTH

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	27,221	26,311	27,323	29,541	29,541
70	MISCELLANEOUS	4,052,574	3,864,126	4,002,007	3,998,777	3,998,777
	<b>GRAND TOTAL</b>	<b>4,079,795</b>	<b>3,890,437</b>	<b>4,029,330</b>	<b>4,028,318</b>	<b>4,028,318</b>
<b><u>SUMMARY BY FUND:</u></b>						
11	GENERAL	4,079,795	3,890,437	4,029,330	4,028,318	4,028,318
	<b>GRAND TOTAL</b>	<b>4,079,795</b>	<b>3,890,437</b>	<b>4,029,330</b>	<b>4,028,318</b>	<b>4,028,318</b>
<b><u>SUMMARY BY DIVISION:</u></b>						
161000	HEALTH DEPARTMENT	3,427,407	3,238,017	3,376,910	3,375,898	3,375,898
162000	COMMUNITY MENTAL HEALTH	119,533	119,533	119,533	119,533	119,533
165000	ADDICTION SERVICES	532,855	532,887	532,887	532,887	532,887
	<b>GRAND TOTAL</b>	<b>4,079,795</b>	<b>3,890,437</b>	<b>4,029,330</b>	<b>4,028,318</b>	<b>4,028,318</b>

### FINANCIAL NOTES:

The (\$1,012) net decrease in funding for Health Department is the result of:

	FY 12	FY 13	CHANGE
o	24,441	27,441	3,000 Temporary Salaries - stipend for Health Officer and Emergency Preparedness Manager
o	1,012	0	(1,012) One-Time FY 12 funds provided for 27th pay
o	652,420	652,420	0 Grant & Contributions - County's share of mental health funding which supports the Teen Diversion Program and provides funding for Mental Health Service Coordinator
o	3,349,587	3,346,357	(3,230) Payments to Other Gov't Agencies - County's share of State employee's salary.

**DEPARTMENT: HEALTH**  
**DIVISION: General Health Services**  
**INDEX: 161000**

**ORIGIN/PURPOSE:**

The General Health Services division is responsible for a wide spectrum of public preventative and regulatory health services. Using State, local and available grant funding sources, the division provides for integrated clinic and home visiting services to those who otherwise would not be able to secure necessary health services. Beginning in the 2001 Fiscal Year, additional funding from the Cigarette Restitution settlement became available for cancer and tobacco programs. In FY 2002, Federal funding for bioterrorism preparedness became available to the local Health Department. Due to tight fiscal conditions at both the local and state levels, Cigarette Restitution funding realized significant reductions in FY 2004, and again in FY 2005. Modest budget reductions were also realized in other programs in FY 2005. A full complement of environmental health services is provided through our Resource and Consumer Protection activities. These include: well and septic inspections and permits, plan reviews, on-site sanitary inspections, food facility inspections, complaint response, and related solid waste and air quality regulatory functions.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	27,221	26,311	27,323	29,541	29,541
70	MISCELLANEOUS	3,400,186	3,211,706	3,349,587	3,346,357	3,346,357
	<b>GRAND TOTAL</b>	<b>3,427,407</b>	<b>3,238,017</b>	<b>3,376,910</b>	<b>3,375,898</b>	<b>3,375,898</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>3,427,407</b>	<b>3,238,017</b>	<b>3,376,910</b>	<b>3,375,898</b>	<b>3,375,898</b>

**FINANCIAL NOTES**

The (\$1,012) net decrease in funding for Health - General Health Services is the result of:

	FY 12	FY 13	CHANGE
o	24,441	27,441	3,000 Temporary - stipend for County Health Officer and Emergency Preparedness Manager
o	1,012	0	(1,012) One-Time FY 12 funds provided for 27th pay
o	3,349,587	3,346,357	(3,230) Payments to Other Gov't Agencies - County's share of State employee's salary.

# DIVISION STAFF SUMMARY

DEPARTMENT: HEALTH DEPARTMENT  
DIVISION: GENERAL HEALTH SERVICES

Index No. 161000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		<u>24,441</u>		<u>24,441</u>		<u>27,441</u>
SALARY TOTAL		<u><u>24,441</u></u>		<u><u>24,441</u></u>		<u><u>27,441</u></u>
OTHER PERSONAL SERVICES						
FICA		<u>1,870</u>		<u>1,870</u>		<u>2,100</u>
TOTAL OTHER PERSONAL SERVICES		<u>1,870</u>		<u>1,870</u>		<u>2,100</u>
TOTAL 27 TH PAY COST		<u>0</u>		<u>1,012</u>		<u>0</u>
TOTAL PERSONAL SERVICES		<u><u>26,311</u></u> *		<u><u>27,323</u></u>		<u><u>29,541</u></u>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: HEALTH**

**DIVISION: Community Mental Health**

**INDEX: 162000**

**ORIGIN/PURPOSE:**

The County Health Department continues to operate a Teen Diversion Program with Federal, State, and local funds for disturbed youth who would otherwise require costly residential care.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
70	MISCELLANEOUS	119,533	119,533	119,533	119,533	119,533
	<b>GRAND TOTAL</b>	<b>119,533</b>	<b>119,533</b>	<b>119,533</b>	<b>119,533</b>	<b>119,533</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	119,533	119,533	119,533	119,533	119,533

**FINANCIAL NOTES:**

There is no change in funding for the Health Department - Community Mental Health:

	FY 12	FY 13	CHANGE
o	119,533	119,533	0 Grants and Contributions - County share of mental health funding which supports the Teen Diversion Program.

**DEPARTMENT: HEALTH****DIVISION: Addictions Services****INDEX: 165000****ORIGIN/PURPOSE:**

The Division of Addiction Services (DAS) represents the County's contribution toward Alcoholism and Drug Abuse services within the County. More funding for these services are provided through a State and Federal Grant.

The DAS provides comprehensive outpatient treatment for alcohol and drug abusing individuals and their families. Services provided include group counseling, individual counseling, young adult group (18-25), women's only group, parent group, family education for adolescents and adults. The Drug Court Program, located in Bel Air, provides addiction services to court-referred adults.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
70	MISCELLANEOUS	<u>532,855</u>	<u>532,887</u>	<u>532,887</u>	<u>532,887</u>	<u>532,887</u>
	<b>GRAND TOTAL</b>	<b><u>532,855</u></b>	<b><u>532,887</u></b>	<b><u>532,887</u></b>	<b><u>532,887</u></b>	<b><u>532,887</u></b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<u>532,855</u>	<u>532,887</u>	<u>532,887</u>	<u>532,887</u>	<u>532,887</u>

**FINANCIAL NOTES:**

There is no change in funding for the Health Department - Addiction Services:

	FY 12	FY 13	CHANGE
o	532,887	532,887	0 Grants & Contributions - provides for inpatient and outpatient services, drug court, lab testing, centralized assessor and school-based counselors. County funds provide for inpatient services, methadone treatment and psychiatric services.

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# HOUSING AGENCY



## HOUSING

### ORIGIN/PURPOSE:

The Housing Agency was created by Harford County Code Chapter 9, Article XXXII, Section 189, Executive Order No. 83-1, to accept and administer Federal, State, and local housing funding and to address the housing needs of residents and assist with housing issues.

### MISSION STATEMENT:

THE HOUSING AGENCY EMBRACES A HIGH STANDARD OF ETHICS, MANAGEMENT, AND ACCOUNTABILITY AND STRIVES TO PROVIDE OPPORTUNITIES FOR ALL COUNTY RESIDENTS TO OBTAIN AND MAINTAIN SAFE, DECENT, AND SANITARY HOUSING FREE FROM DISCRIMINATION

### FY '12 - '13 KEY GOAL:

- 1 TO EXPAND HOMEOWNERSHIP AND ECONOMIC OPPORTUNITY. TO PROVIDE SAFE AND SANITARY HOUSING FOR LOWER INCOME AND ELDERLY PEOPLE, AND FOR PEOPLE WITH SPECIAL NEEDS.

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	494,814	492,012	409,427	370,515	370,515
20	CONTRACTUAL SERVICES	12,318	9,733	14,000	14,000	14,000
30	SUPPLIES & MATERIALS	16,037	12,551	16,000	16,000	16,000
40	BUSINESS & TRAVEL	3,878	3,929	4,050	4,050	4,050
70	MISCELLANEOUS	13,500	55,500	55,500	55,500	55,500
80	INTERGOVERNMENTAL	11,856	11,856	0	0	0
	<b>GRAND TOTAL</b>	<b>552,403</b>	<b>585,581</b>	<b>498,977</b>	<b>460,065</b>	<b>460,065</b>
	<b><u>SUMMARY BY FUND:</u></b>					
11	GENERAL	552,403	585,581	498,977	460,065	460,065
	<b>GRAND TOTAL</b>	<b>552,403</b>	<b>585,581</b>	<b>498,977</b>	<b>460,065</b>	<b>460,065</b>
	<b><u>SUMMARY BY DIVISION:</u></b>					
171000	HOUSING	552,403	585,581	498,977	460,065	460,065
	<b>GRAND TOTAL</b>	<b>552,403</b>	<b>585,581</b>	<b>498,977</b>	<b>460,065</b>	<b>460,065</b>

## HOUSING

### FINANCIAL NOTES:

The (\$38,912) net decrease in funding for Housing Services is the result of:

	FY 12	FY 13	CHANGE
o	267,623	256,882	(10,741) Full Time Salaries (10,741) Staff Turnover <u>(4.01%)</u>
o	15,681	0	(15,681) One-Time FY 12 funds provided for 27th pay
o	68,567	68,374	(193) Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	34,791	23,119	(11,672) Pension/Retirement rate adjustments per Treasury's estimates
o	1,451	1,649	198 Workers' Compensation rate adjustments per Treasury's estimates
o	20,474	19,651	(823) FICA adjustment
o	50,000	55,500	5,500 Grants & Contributions - MacArthur grant with the State of Maryland thru August of 2016 @ \$ 50,000 and partial salary funding of State grant from County Match
o	5,500	0	(5,500) County Match/Transfer - partial salary for State grant moved to Grants & Contributions

# DEPARTMENT STAFF SUMMARY

DEPARTMENT: HOUSING AGENCY

Index No. 171000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant I	1.00	39,900	1.00	39,900	1.00	39,900
Administrative Assistant II	1.00	46,727	1.00	46,727	1.00	46,727
Administrative Secretary I	1.00	28,325	1.00	37,300	1.00	37,300
Housing Inspector	1.00	43,031	1.00	43,031	1.00	43,031
Housing Services Coordinator	1.00	70,306	0.00	0	0.00	0
Housing Services Counselor	3.00	100,666	2.00	100,665	2.00	89,924
<b>SALARY TOTAL</b>	<b>8.00</b>	<b>328,955</b>	<b>6.00</b>	<b>267,623</b>	<b>6.00</b>	<b>256,882</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		26,974		34,791		23,119
Workers' Compensation		2,186		1,451		1,649
Health Benefits		80,650		68,567		68,374
FICA		25,165		20,474		19,651
Miscellaneous		980		840		840
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>135,955</b>		<b>126,123</b>		<b>113,633</b>
<b>TOTAL 27TH PAY COST</b>		<b>0.00</b>		<b>15,681</b>		
<b>TOTAL PERSONAL SERVICES</b>	<b>8.00</b>	<b>464,910 *</b>	<b>6.00</b>	<b>409,427</b>	<b>6.00</b>	<b>370,515</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

# HOUSING AGENCY OBJECTIVES & PERFORMANCE MEASURES

## **Department Goal**

To offer affordable housing and supportive services for low income families, seniors, and those with disabilities so they can become self sufficient and productive residents of the community.

## **Department Objective**

To prevent foreclosures.

To prevent homelessness.

To provide housing opportunity for the elderly.

To provide housing opportunity for the disabled.

## **County Goal(s) Supported**

III. Efficient County Government

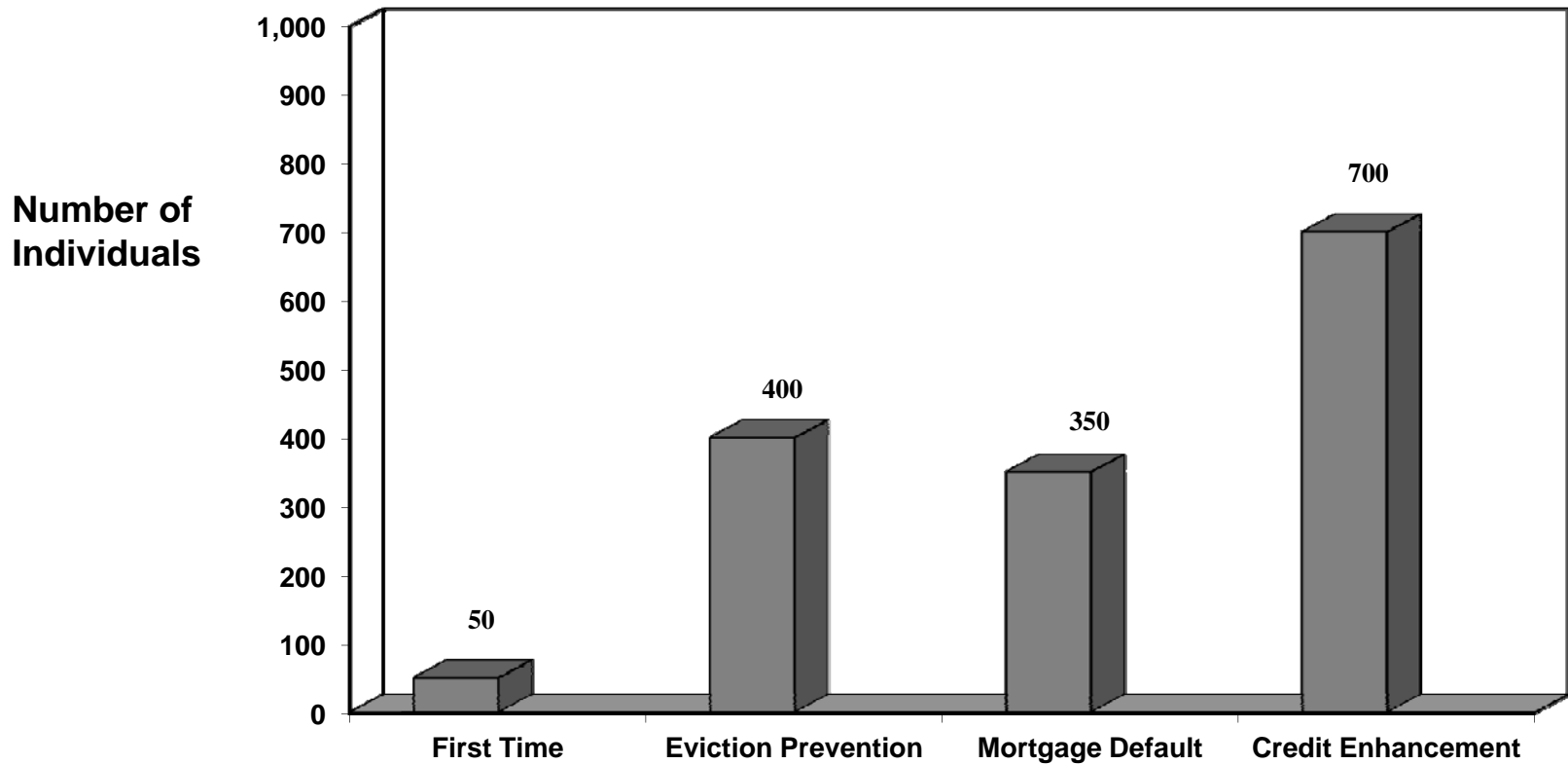
VI. Quality Living

Measure	Actual 2009	Budget 2010	Budget 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$8,971,551	\$7,748,528	\$8,958,162	\$6,952,582	\$8,920,000
Number of staff	23	22	20	19	18
<b><u>Output:</u></b>					
Number of training classes held	22	20	12	8	6
Number of publications and training materials distributed	2,800	2,205	2,215	1,877	1,000
Number of one-on-one counseling sessions	1,086	1,128	1,215	977	1,215
Number of partnership training sessions with private sector	12	0	0	0	0
Down Payment Assistance Fund monies distributed	\$60,000	\$55,000	\$27,500	\$0	\$0
Housing Assistance Payment monies distributed	\$7,659,356	\$6,731,343	\$7,968,675	\$6,580,393	\$7,478,000
Number of individuals requesting service	6,858	5,312	6,215	4,217	6,000
<b><u>Efficiency:</u></b>					
Cost per client	\$85	\$104	\$94	\$118	\$79
<b><u>Service Quality:</u></b>					
Percent of client requests responded to	100%	100%	100%	100%	100%
<b><u>Outcome:</u></b>					
Number of families prepared for homeownership	123	100	48	120	120
Number of families with improved credit	195	98	82	75	100
Number of first time home buyers	12	11	5	0	0
Savings realized by helping aid recipients become homeowners	\$72,156	\$50,000	\$0	\$0	\$0

## **Explanation and Analysis of Performance Measures**

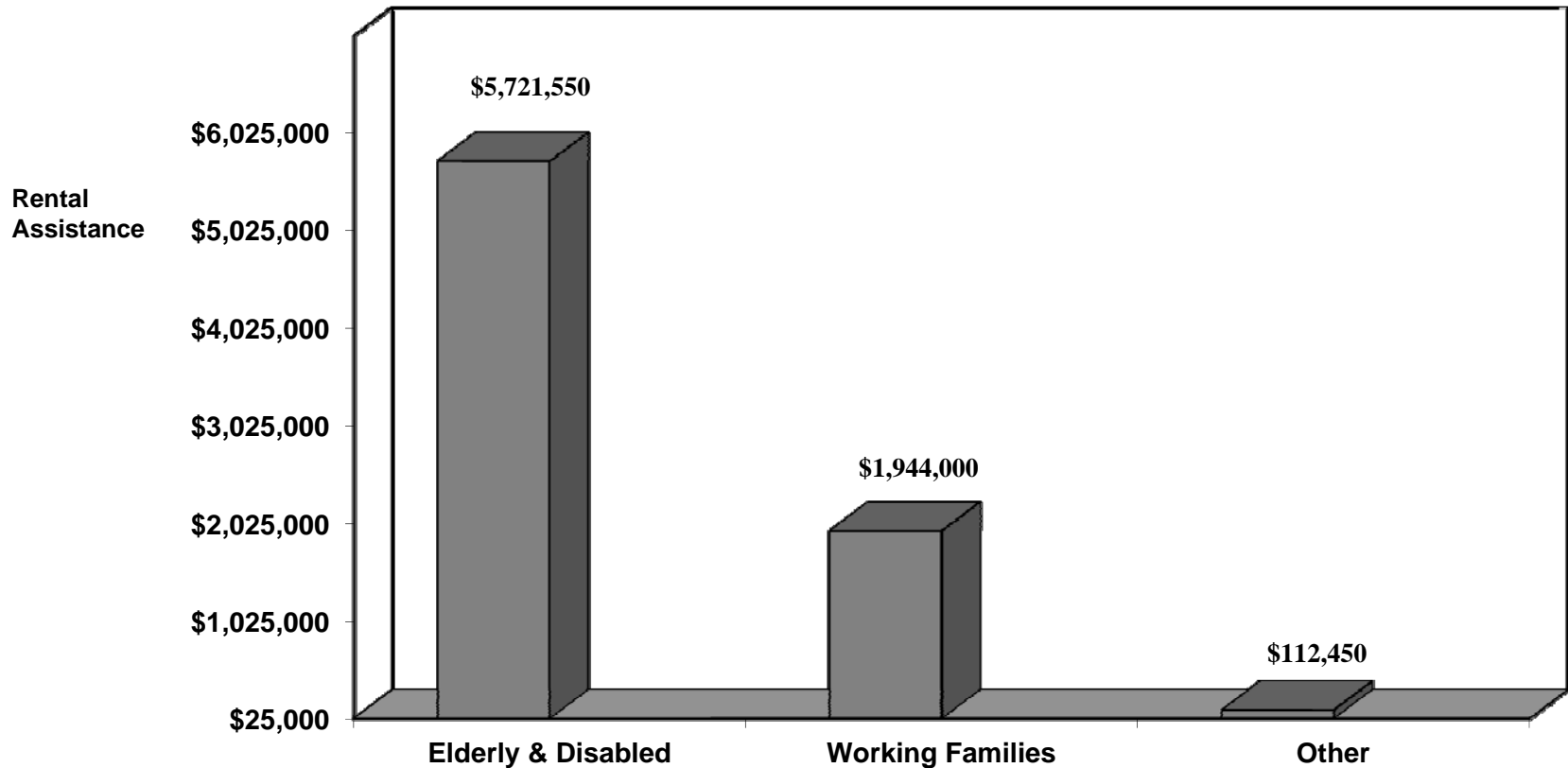
The Harford County Housing Agency was able to open the rental assistance waiting list April 2, 2012. However due to constraints and uncertainties in federal funding the Housing Agency will be conservative in issuing vouchers.

# HOUSING AGENCY HOUSING COUNSELING



(FY 13 Estimated Figures)

# HOUSING AGENCY RENTAL ASSISTANCE



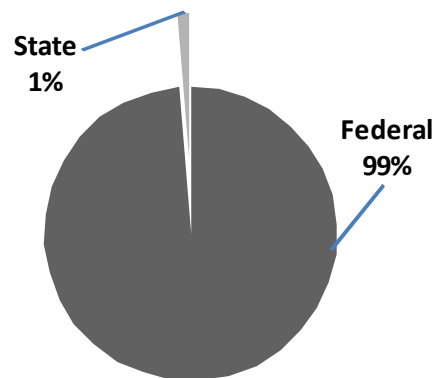
(FY 13 Estimated Figures)

# FY13 Anticipated Grant Award Dollars

(July 1, 2012 to June 30, 2013)

## HOUSING AGENCY

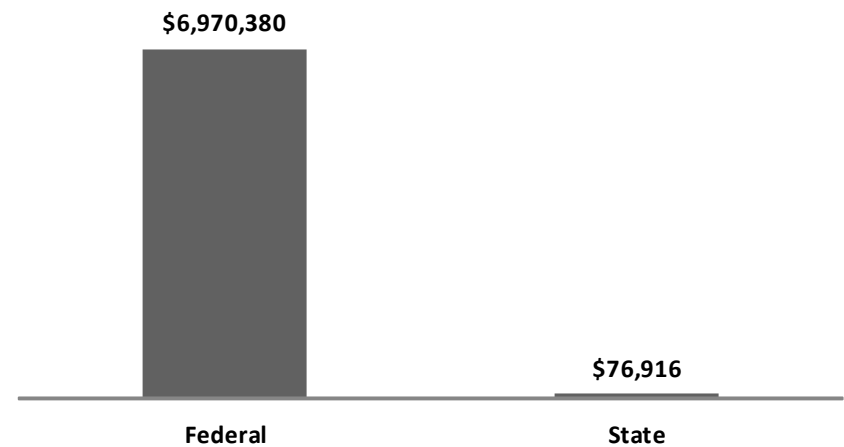
% of Anticipated Grant Dollars by Funder



# of Anticipated Grant Awards: 8

Federal	6
State	2
State/Other	0
Other	0

Anticipated Grant Award Dollars \$7,047,296 \*



*Requested County Match \$0*

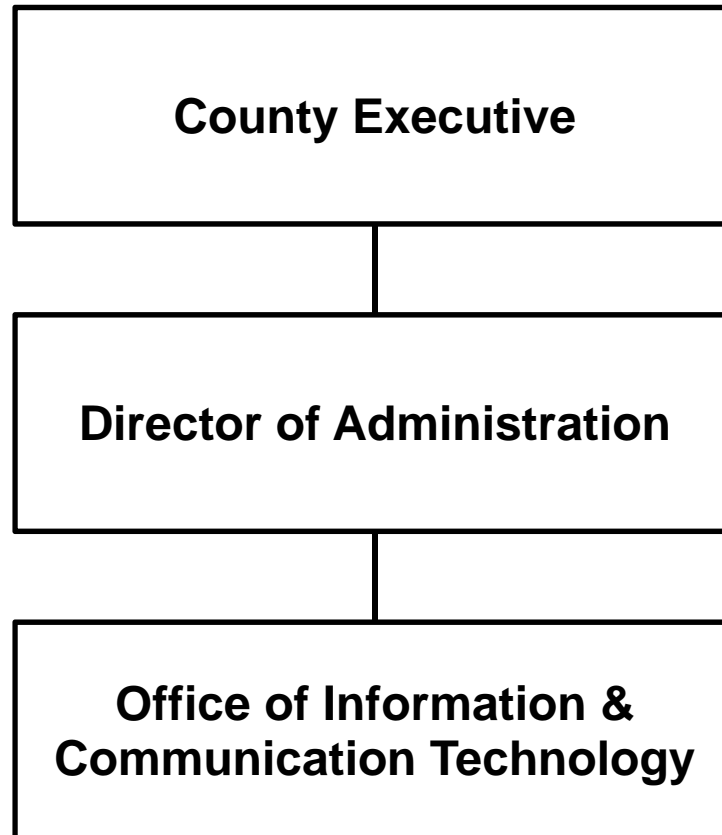
*\* Does not include County Match or Capital Projects*

Anticipated Federal and State grant funds will provide for vouchers enabling families having disabilities to lease affordable private housing; rental assistance programs; housing opportunities with persons with AIDS; and provide funds for a Housing Counselor program.

Housing Agency - Anticipated FY13 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Housing Choice Voucher	This grant provides for subsidized rental housing to eligible families.	\$5,660,412				12/1/12-12/31/13	Recurring
Rental Assistance Program	This grant provides funds for temporary (12 months) rental subsidy to eligible families with critical housing needs. Families assisted must demonstrate ability to become self-sufficient within the 12 month period.		\$40,000			2/7/12 - 2/7/13	Recurring
Section 8 Mainstream Program	This grant provides financial assistance to families at risk of homelessness or already experiencing homelessness.	\$504,040				7/1/12 - 6/30/13	Recurring
Housing Opportunities for People with AIDS	This grant provides funds for subsidized housing to individuals/families with specific disabilities.	\$181,046				7/1/11 - 6/30/14	Recurring
FSS Coordinator	This grant provides funding for a full-time self-sufficiency Coordinator and a full-time Home Ownership Coordinator. Assists moving citizens from Section 8 programs to self-sufficiency and homeownership.	\$28,118				1/1/13 - 12/31/13	Recurring
Housing Choice Voucher Admin	This grant provides for subsidized rental housing to eligible families	\$577,416				1/1/13 - 12/31/13	Recurring
Housing Counselor	This grant provides salary and benefits for temporary housing counselor		\$36,916			7/1/2011 - 6/30/14	Recurring
Housing Counselor - HUD	This grant provides pre-occupancy counseling programs; homebuyer education; post-purchase, mortgage default and rent delinquency counseling, property maintenance and personal money management. Grant provides funds for supplies and training, no wages.	\$19,348				10/1/12 - 9/30/13	Recurring
TOTALS		\$6,970,380	\$76,916	\$0	\$0		
<b>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH</b>	<b>\$7,047,296</b>						

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# **INFORMATION & COMMUNICATION TECHNOLOGY**



## INFORMATION AND COMMUNICATION TECHNOLOGY

### ORIGIN/PURPOSE:

The Office of Information and Communication Technology was created by Executive Order under Article XXXVIB. The Office is administered by the Director of Information and Communication Technology, who reports directly to the County Executive.

The Office of Information and Communication Technology is responsible for the coordination, control and oversight of the advancement of technology operations, services and other support options to ensure the success of County operations, missions, and strategic goals. The Office fosters a consultative partnership between County government departments and agencies, and provides technological support in a responsive, effective and efficient manner.

### FY '12 - '13 GOAL & OBJECTIVE:

- o Establish a consultative partnership between IT and County operating departments
- o Design a formal and enforceable Governance Model
- o Streamline and standardize processes that are manageable and measureable
- o Migrate existing legacy applications to a more stable and scalable platform
- o Enhance data availability and sharing

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	0	0	2,400,067	2,356,388	2,356,388
20	CONTRACTUAL SERVICES	0	0	1,321,650	1,582,100	1,582,100
30	SUPPLIES & MATERIALS	0	0	155,400	135,400	135,400
40	BUSINESS & TRAVEL	0	0	50,600	47,600	47,600
80	INTER-GOVERNMENTAL/INTERFUND	0	0	0	1,000	1,000
	<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>3,927,717</b>	<b>4,122,488</b>	<b>4,122,488</b>
<b><u>SUMMARY BY FUND:</u></b>						
11	GENERAL	0	0	3,927,717	4,122,488	4,122,488
	<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>3,927,717</b>	<b>4,122,488</b>	<b>4,122,488</b>
<b><u>SUMMARY BY DIVISION:</u></b>						
181000	INFORMATION & COMM TECHNOLOGY	0	0	3,927,717	4,122,488	4,122,488
	<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>3,927,717</b>	<b>4,122,488</b>	<b>4,122,488</b>

## INFORMATION AND COMMUNICATION TECHNOLOGY

### FINANCIAL NOTES:

The \$194,771 net increase in funding for Information and Communication Technology is the result of:

	FY 12	FY 13	CHANGE	
o	1,664,846	1,680,626	15,780	Full-time Salaries
			4,445	Staff Turnover .26%
			11,335	Salary Adjustments based on recommendations of the Department of Human Resources
			<u>15,780</u>	
o		(74,029)	(74,029)	One (1) position transferred to Economic Development
			# of positions	Salary Fringe Total
			(1.00)	(46,494) (27,535) (74,029)
				Administrative Assistant II
o		129,369	129,369	Two (2) positions created due to workload
			# of positions	Salary Fringe Total
			1.00	50,000 14,560 64,560
			1.00	39,900 24,909 64,809
			<u>2.00</u>	<u>89,900</u> <u>39,469</u> <u>129,369</u>
				Administrative Secretary III Computer System Engineer I
o	77,355	0	(77,355)	One-time FY 12 funds provided for 27th pay
o	216,430	153,116	(63,314)	Pension/Retirement rate adjustments per Treasury's estimates
o	14,337	16,632	2,295	Workers' Compensation rate adjustments per Treasury's estimates
o	1,500	4,500	3,000	Overtime adjusted based on actuals
o	292,008	311,923	19,915	Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	127,651	128,312	661	FICA adjustment
o	371,600	324,600	(47,000)	Other Professional Services - Funds provide for SML Enterprise Data Room Cleaning; Fadouri UPS Maintenance; First Federal Corp Storage; Consultant Services for research and development of new systems and technologies; Granicus
o	70,000	50,000	(20,000)	Computer Software - decrease based on actual spending
o	325,000	370,000	45,000	Data Processing Hardware Maintenance funded based on actual expenses for Xerox copier contract; CISCO and Spare Equipment; HP Server support; Delta Telephone; PSR Disaster Recovery; Quantam Tape Library; Cisco Smartnet Renewal; Decision One Tape Drives; OWA Carepack; PSR IBM Maintenance coverage; and miscellaneous DP hardware maintenance.

## INFORMATION AND COMMUNICATION TECHNOLOGY

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	54,000	60,000	6,000	Internet Line Service - QWEST Internet Service
o	464,000	723,000	259,000	Data Processing Software Maintenance funded based on actual expenses for IP Switch; Locate Primary Server; Metron Primary Server; Frontrange Heat; Blackberry T Support; Dameware Utilities; Acronis Imaging Software; Verisign SSL Licenses OWA and IW; .GOV domain renewal; Mainfram software - Rocket, Mackinney and Syncsort; Computer Association DPIC/Espore; Allen Systems ZACK/ZEKE; Phoenix; Lytrod; PSR System Support and Programming Services; Barnard; IBM; Deep Freeze; Laserfiche; Metrostar; Gov Delivery; Desktop Authority; Innotas; EIQ and additional funds of \$200,000 is provided for a the one-time purchase of Constituent Relationship Management Software and \$18,000 for maintenance of the software.
o	149,850	134,300	(15,550)	The following line operating costs were adjusted based on actual spending:
	FY 12	FY 13	CHANGE	
	101,400	90,000	(11,400)	Telephone Service
	1,600	500	(1,100)	Office Equipment Service
	3,500	2,900	(600)	Mileage
	2,000	1,500	(500)	Transportation Costs
	1,000	500	(500)	Meals
	2,500	1,500	(1,000)	Lodging
	1,300	1,900	600	Membership Fees & Dues
	550	500	(50)	Fax Service
	36,000	35,000	(1,000)	Training Seminars, Courses & Meetings
	<u>149,850</u>	<u>134,300</u>	<u>(15,550)</u>	
o	0	10,000	10,000	Other Contractual Services - Funds provide for pole rental costs for the MAN project
o	0	1,000	1,000	Fleet Daily Carpool Rentals - Funds provide for pool car usage by the Department

# DEPARTMENT STAFF SUMMARY

DEPARTMENT: INFORMATION AND COMMUNICATION TECHNOLOGY

Index No. 181000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	0.00	0	1.00	46,494	0.00	0 A
Administrative Secretary III	0.00	0	0.00	0	1.00	50,000 B
Business Applications Manager	0.00	0	1.00	81,000	1.00	81,000
Computer Operator	0.00	0	1.00	37,142	0.00	0 C
Computer System Engineer I	0.00	0	1.00	40,966	2.00	80,866 D
Computer System Engineer II	0.00	0	4.00	192,028	4.00	192,028
Computer System Engineer III	0.00	0	2.00	118,674	1.00	64,542 E
Computer System Engineer IV	0.00	0	0.00	0	1.00	57,700
Director of ICT	0.00	0	1.00	105,700	1.00	110,933
Programmer Analyst I	0.00	0	6.00	409,574	5.00	356,373 F
Programmer Analyst II	0.00	0	3.00	275,837	5.00	399,948
Senior Computer Operator	0.00	0	1.00	56,354	2.00	95,353
Telecommunications Engineer II	0.00	0	2.00	99,316	2.00	99,316
Telecommunications Specialist I	0.00	0	1.00	65,788	0.00	0 G
Web Administrator	0.00	0	1.00	78,543	1.00	78,543
Web Designer	0.00	0	1.00	57,430	1.00	57,430
<b>SALARY TOTAL</b>	<b>0.00</b>	<b>0</b>	<b>26.00</b>	<b>1,664,846</b>	<b>27.00</b>	<b>1,724,032</b>

# **DEPARTMENT STAFF SUMMARY**

**DEPARTMENT: INFORMATION AND COMMUNICATION TECHNOLOGY**

**Index No. 181000**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		0		216,430		155,163
Workers' Compensation		0		14,337		16,746
Health Benefits		0		292,008		318,235
FICA		0		127,651		131,632
Overtime and Shift Differential		0		3,800		6,800
Miscellaneous		0		3,640		3,780
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>0</b>		<b>657,866</b>		<b>632,356</b>
<b>TOTAL 27TH PAY COST</b>		0		77,355		0
<b>TOTAL PERSONAL SERVICES</b>	<b>0.00</b>	<b>0</b>	<b>26.00</b>	<b>2,400,067</b>	<b>27.00</b>	<b>2,356,388</b>

A - One (1) Administrative Assistant II position transferred to Economic Development - 651000 - #0091

B - One (1) new Administrative Secretary III position created - #3581

C - One (1) Computer Operator position upgraded to a Sr. Computer Operator - #0086

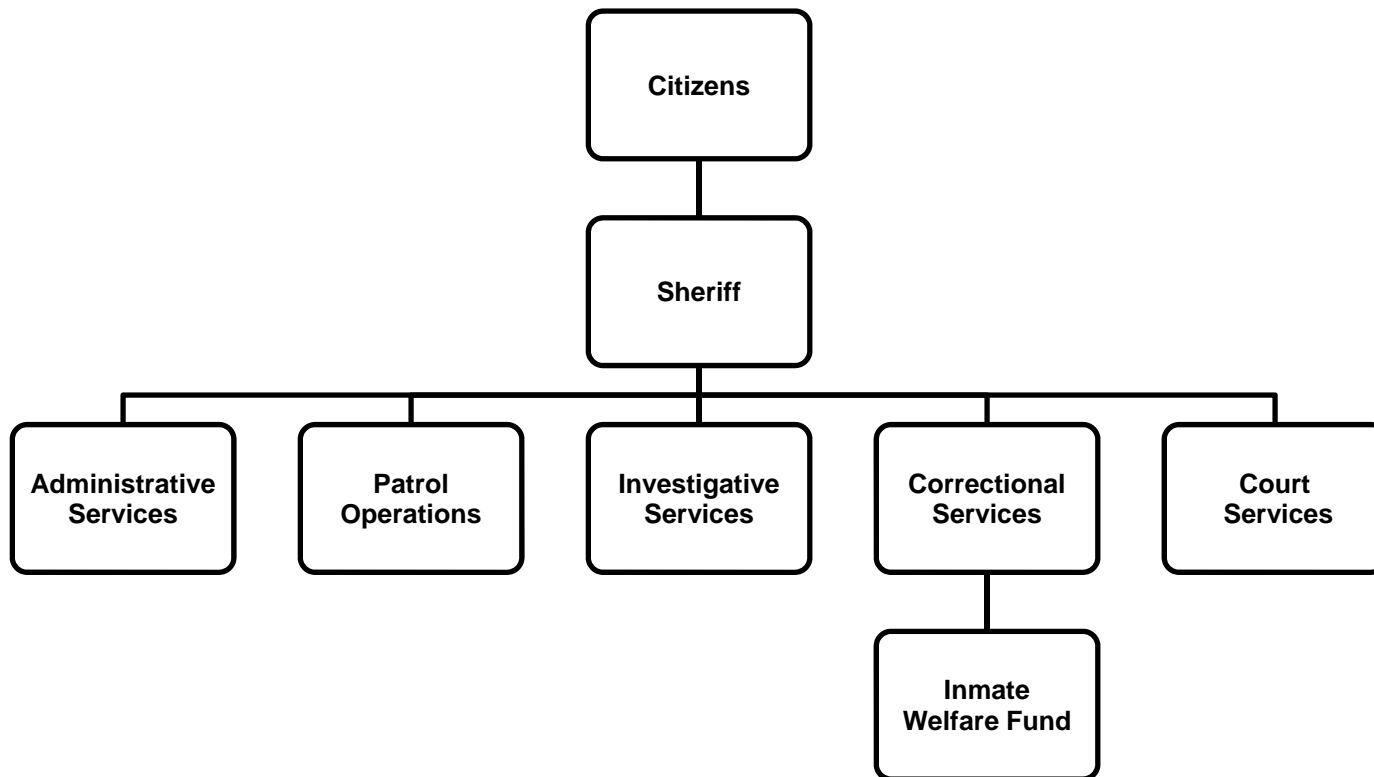
D - One (1) new Computer System Engineer I position created for FY 13 - #3587

E - One (1) Computer System Engineer III position upgraded to Computer System Engineer IV - #0110

F - Two (2) Programmer Analyst I positions upgraded to Programmer Analyst II - #0088 and #0562

G - One (1) vacant Telecommunications Specialist I position reclassified and filled as a Programmer Analyst I - #0024

# SHERIFF'S OFFICE



## SHERIFF'S OFFICE

### ORIGIN/PURPOSE:

The Harford County Sheriff's Office is dedicated to the protection of life and property, arrest and confinement of offenders, court security and service of process, and preservation of the public peace. The Sheriff's Office is directed by a Sheriff who is elected to office every four years by the voters of Harford County in accordance with Article IV, Section 44 of the Constitution of the State of Maryland. The Sheriff's Office is divided into five major components: Administrative Services, Patrol Operations, Investigative Services, Correctional Services and Court Services.

### MISSION STATEMENT:

TO MAKE HARFORD COUNTY A PLACE WHICH IS SAFE AND SECURE TO LIVE, WORK, AND VISIT

### FY '12 - '13 GOALS AND OBJECTIVES:

- 1 TO ENSURE THAT AGENCY STAFFING IS ADEQUATE TO MEET CURRENT AND FUTURE SERVICE DEMANDS AND MANDATES IN A TIMELY AND EFFICIENT MANNER
  - o To provide for timely service of court ordered processes by ensuring a service rate of no less than 90%
- 2 TO ENHANCE THE SAFETY OF FAMILIES THROUGH THE MONITORING OF CONVICTED SEX OFFENDERS
  - o To provide for routine monitoring of sex offender registrants through residential and employment verification at a minimum of twice per year per registrant

## SHERIFF'S OFFICE

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	52,859,016	53,633,081	55,882,304	53,978,456	54,361,146
20	CONTRACTUAL SERVICES	4,940,409	4,726,198	6,336,505	7,183,263	7,183,263
30	SUPPLIES & MATERIALS	1,813,678	2,005,995	2,313,635	2,310,598	2,310,598
40	BUSINESS & TRAVEL	1,647,626	1,864,810	2,036,097	2,161,972	2,161,972
50	CAPITAL OUTLAY	379,203	187,655	419,000	127,500	127,500
70	MISCELLANEOUS	375,365	388,635	383,055	371,777	371,777
80	INTERGOVERNMENTAL	585,807	994,055	0	0	0
	<b>GRAND TOTAL</b>	<b>62,601,104</b>	<b>63,800,429</b>	<b>67,370,596</b>	<b>66,133,566</b>	<b>66,516,256</b>
<b><u>SUMMARY BY FUND:</u></b>						
11	GENERAL	62,601,104	63,800,429	67,370,596	66,133,566	66,516,256
	<b>GRAND TOTAL</b>	<b>62,601,104</b>	<b>63,800,429</b>	<b>67,370,596</b>	<b>66,133,566</b>	<b>66,516,256</b>
<b><u>SUMMARY BY DIVISION:</u></b>						
211100	ADMINISTRATION & SUPPORT	7,249,143	7,198,034	7,688,386	7,164,685	7,188,299
211200	PATROL OPERATIONS	23,852,521	24,713,989	24,721,528	24,300,071	24,530,934
211300	INVESTIGATIVE SERVICES	7,106,390	7,213,287	7,921,077	7,928,206	8,011,011
212000	CORRECTIONAL SERVICES	19,147,234	19,360,053	20,959,456	20,860,300	20,860,300
212100	COMMISSARY ACCOUNT	236,268	385,681	730,094	731,261	731,261
213000	COURT SERVICES	5,009,548	4,929,385	5,350,055	5,149,043	5,194,451
	<b>GRAND TOTAL</b>	<b>62,601,104</b>	<b>63,800,429</b>	<b>67,370,596</b>	<b>66,133,566</b>	<b>66,516,256</b>
<b>SUMMARY OF GRANT BUDGETS</b>						<b>307,277</b>

## SHERIFF'S OFFICE

### FINANCIAL NOTES:

The (\$854,340) net decrease in funding for the Sheriff's Office is the result of:

	FY 12	FY 13	CHANGE	
o	29,868,027	30,293,404	425,377	Full-time Salaries
			147,125	Salary adjustments for Time in Grade/Promotions
			1,600	Salary offset - Sheriff's FY 12 legislative salary increase restored for FY 13
			382,690	Funds provided for eligible personnel to be promoted to new Sr. Deputy classification
			(106,038)	Staff Turnover (.36%)
			<u>425,377</u>	
o		53,944	53,944	The net result of full-time staff transfers between divisions within the Sheriff's Office
			# of Positions	Salary
			0.0	1,857,145
				(1,781,704)
			<u>75,441</u>	<u>(21,497)</u>
o		74,648	74,648	Full-time position created:
			# of positions	Salary
			1.0	48,318
				26,330
				74,648
				TRAC Coordinator previously funded by grant
o		61,830	61,830	Part-time positions created: Two School Crossing Guards for Red Pump Road Elementary School
			# of positions	Salary
			.70	20,514
				41,316
				61,830
o	1,293,027	1,390,099	97,072	Temporary Salaries - increase based on actual expense history
o	6,379,836	6,505,672	125,836	Health Benefits adjusted for a 5% cost increase, as well as staff opting for changes in level of coverage
o	9,370,233	8,295,384	(1,074,849)	Pension/Retirement/LEOPS rate adjustments per Treasury's estimates
o	632,746	725,691	92,945	Workers' Compensation rate adjustments per Treasury's estimates
o	1,054,282	1,101,986	47,704	Shift Differential adjusted based on actual expense history
o	2,475,098	2,722,973	247,875	Overtime adjusted based on actual expense history
o	2,659,904	2,693,207	33,303	FICA - adjusted for salary changes
o	1,706,944	0	(1,706,944)	One time FY 12 funds provided for 27th pay

## SHERIFF'S OFFICE

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE																																																																																
o	135,660	150,220	14,560 Other Professional Services increase based on actual expenses:																																																																																
			<table> <tr> <th></th><th>FY 12</th><th>FY 13</th><th>CHANGE</th></tr> <tr> <td>Tipping Fees</td><td>110</td><td>110</td><td>0</td></tr> <tr> <td>Driver Training Fee</td><td>4,125</td><td>4,125</td><td>0</td></tr> <tr> <td>Swimming/Rescue Instruction</td><td>750</td><td>750</td><td>0</td></tr> <tr> <td>Basic English</td><td>675</td><td>675</td><td>0</td></tr> <tr> <td>Surviving Armed Encounters</td><td>750</td><td>750</td><td>0</td></tr> <tr> <td>Personnel File Scan</td><td>1,800</td><td>1,800</td><td>0</td></tr> <tr> <td>Law Enforce Records Scan</td><td>4,500</td><td>4,500</td><td>0</td></tr> <tr> <td>IPMA Testing Services</td><td>4,073</td><td>4,073</td><td>0</td></tr> <tr> <td>Maryland Chiefs</td><td>7,578</td><td>7,578</td><td>0</td></tr> <tr> <td>Credit Checks</td><td>1,279</td><td>1,279</td><td>0</td></tr> <tr> <td>Air Quality Test</td><td>2,970</td><td>2,970</td><td>0</td></tr> <tr> <td>Guest Lecturers</td><td>1,500</td><td>1,500</td><td>0</td></tr> <tr> <td>Air Tank Refills - Dive Team</td><td>2,250</td><td>2,250</td><td>0</td></tr> <tr> <td>Video Analysis Consultant</td><td>58,240</td><td>72,800</td><td>14,560</td></tr> <tr> <td>Technical Consultant</td><td>31,200</td><td>31,200</td><td>0</td></tr> <tr> <td>Subpoena Record Requests</td><td>2,000</td><td>2,000</td><td>0</td></tr> <tr> <td>Locksmith Fees</td><td>1,860</td><td>1,860</td><td>0</td></tr> <tr> <td>Inmate Transportation</td><td>10,000</td><td>10,000</td><td>0</td></tr> <tr> <td></td><td><u>135,660</u></td><td><u>150,220</u></td><td><u>14,560</u></td></tr> </table>		FY 12	FY 13	CHANGE	Tipping Fees	110	110	0	Driver Training Fee	4,125	4,125	0	Swimming/Rescue Instruction	750	750	0	Basic English	675	675	0	Surviving Armed Encounters	750	750	0	Personnel File Scan	1,800	1,800	0	Law Enforce Records Scan	4,500	4,500	0	IPMA Testing Services	4,073	4,073	0	Maryland Chiefs	7,578	7,578	0	Credit Checks	1,279	1,279	0	Air Quality Test	2,970	2,970	0	Guest Lecturers	1,500	1,500	0	Air Tank Refills - Dive Team	2,250	2,250	0	Video Analysis Consultant	58,240	72,800	14,560	Technical Consultant	31,200	31,200	0	Subpoena Record Requests	2,000	2,000	0	Locksmith Fees	1,860	1,860	0	Inmate Transportation	10,000	10,000	0		<u>135,660</u>	<u>150,220</u>	<u>14,560</u>
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o	638,872	715,786	76,914 Electricity - increased for 12 months of operation of new Southern Precinct																																																																																
o	176,116	188,516	12,400 Water & Sewer - increased for 12 months of operation of new Southern Precinct																																																																																
o	125,627	153,405	27,778 Building/Custodial Services - increased for 12 months of operation of new Southern Precinct																																																																																
o	118,494	124,459	5,965 Security Systems - increase based on new maintenance costs for security system for 6 months at the new Southern Precinct (warranty expires for Jan - June, 2013)																																																																																
o	441,152	444,910	3,758 Space & Real Estate Rental - increase based on expected cost of leases mainly for 101 N Main Street, Firing Range and Office of Professional Standards @ \$4,780 and new lease for MLU (Megans Law Unit) @ \$40,362 offset by a decrease for the Forest Hill Industrial Park lease @ (\$41,384)																																																																																
o	3,318,918	3,309,596	(9,322) Medical Services - decrease based on actual expense history																																																																																

## SHERIFF'S OFFICE

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	58,480	66,930	8,450	Data Processing Software Maintenance - increase based on new maintenance contracts for Network Solutions, Experts Exchange, and laser fiche software
o	0	628,210	628,210	Other Insurance - self insurance for general and auto liability and property damage. Funds have not been budgeted for Self Insurance in three fiscal years. Treasury recommends for FY 13: 459,380 Auto Liability 132,228 General Liability 36,602 Property Damage <u>628,210</u>
o	2,837,765	3,044,741	206,976	Line items significantly adjusted based on actual expense history: FY 12 FY 13 Change 137,043 151,810 14,767 Office Equipment 121,800 135,000 13,200 Vehicle & Operating Equipment 1,275 432 (843) Other Rents & Utilities 8,800 7,800 (1,000) Co Facility Repair & Renovation 678,580 671,289 (7,291) Telephone Service 27,767 42,227 14,460 Internet Line Service 36,901 88,383 51,482 Other (Service & Maintenance) 11,324 10,327 (997) Other (Contractual Services) 88,320 92,920 4,600 General Office Supplies 26,420 25,350 (1,070) Printing Commercial 252,764 246,480 (6,284) Uniform - Purchase 6,169 1,300 (4,869) Ice and Bottled Water 39,994 32,494 (7,500) Medical Supplies 124,486 134,486 10,000 Weapons & Ammunition 2,900 5,975 3,075 Diesel Fuel 1,011,548 1,142,010 130,462 Fuel Charges 142,000 145,800 3,800 Non-targeted vehicle maintenance 26,455 31,805 5,350 Professional Books 57,774 37,674 (20,100) In-House Training 35,445 41,179 5,734 Training Seminars, Courses <u>2,837,765</u> <u>3,044,741</u> <u>206,976</u>

## SHERIFF'S OFFICE

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE																									
o	1,600	0	(1,600)	Grants & Contributions - the Sheriff agreed to remit his statutorily prescribed salary increase for miscellaneous grants @ \$1,600 for FY 12																								
o	319,455	307,277	(12,178)	County Match/Transfers Out																								
				<table><tr><td></td><td>FY 12</td><td>FY 13</td><td>Change</td></tr><tr><td>B.O.S.E. Grant</td><td>260,391</td><td>263,049</td><td>2,658</td></tr><tr><td>B.O.S.E. Grant Mgt Fee</td><td>28,932</td><td>29,228</td><td>296</td></tr><tr><td>Domestic Violence</td><td>15,000</td><td>15,000</td><td>0</td></tr><tr><td>Body Armor</td><td>15,132</td><td>0</td><td>(15,132)</td></tr><tr><td></td><td>319,455</td><td>307,277</td><td>(12,178)</td></tr></table>		FY 12	FY 13	Change	B.O.S.E. Grant	260,391	263,049	2,658	B.O.S.E. Grant Mgt Fee	28,932	29,228	296	Domestic Violence	15,000	15,000	0	Body Armor	15,132	0	(15,132)		319,455	307,277	(12,178)
	FY 12	FY 13	Change																									
B.O.S.E. Grant	260,391	263,049	2,658																									
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Domestic Violence	15,000	15,000	0																									
Body Armor	15,132	0	(15,132)																									
	319,455	307,277	(12,178)																									
o	57,500	60,000	2,500	Confidential Expenses - increased appropriation to purchase narcotics and pay informants in investigations, and for intel/homeland defense																								
o	419,000	127,500	(291,500)	Equipment - one-time funds provided in FY 12 for E-Tix program printers is eliminated for FY 13; \$127,500 provides for computer equipment, food heating carts, work stations, exercise equipment, and generator for the Detention Center.																								

# DEPARTMENT STAFF SUMMARY

## DEPARTMENT: SHERIFF'S OFFICE

POSITION TITLE	GRADE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Sheriff	Elected	1.00	106,970	1.00	108,570	1.00	111,786
Chief Deputy	L-09	1.00	129,293	1.00	129,293	1.00	129,293
Major	L-08	3.00	336,503	4.00	457,372	3.00	349,711
Captain	L-07	9.00	896,166	8.00	806,956	9.00	907,690
Lieutenant	L-06	13.00	1,173,454	14.00	1,240,888	14.00	1,233,088
Sergeant	L-05	34.00	2,727,278	33.00	2,660,448	33.00	2,660,448
Corporal	L-04	30.00	2,154,323	30.00	2,142,467	29.00	2,059,475
Deputy First Class	L-03	173.00	10,278,810	182.00	10,627,645	197.00	11,433,662
Deputy	L-02	21.00	964,729	19.00	938,500	5.00	226,825
Deputy, Recruit	L-01	7.00	300,811	0.00	0	0.00	0
Major	D-08	1.00	103,646	1.00	97,698	1.00	97,698
Captain	D-07	2.00	177,466	2.00	172,973	2.00	172,973
Lieutenant	D-06	8.00	590,719	8.00	597,500	9.00	666,514
Sergeant	D-05	13.00	861,057	13.00	861,057	13.00	848,037
Corporal	D-04	14.00	826,345	14.00	826,345	15.00	878,989
Officer First Class	D-03	73.00	3,644,375	76.00	3,739,637	87.00	4,187,393
Officer	D-02	20.00	804,120	19.00	763,914	4.00	160,824
Correctional Officer Recruit	D-01	2.00	78,332	0.00	0	0.00	0
Warden	A-15	1.00	113,027	1.00	113,027	1.00	113,027
Budget Manager	A-14	1.00	85,613	1.00	85,613	1.00	85,613
Computer Manager	A-14	1.00	67,600	1.00	67,600	1.00	67,600
Human Resources Manager	A-12	1.00	80,350	1.00	80,350	1.00	80,350
Computer Forensics Examiner	A-11	1.00	53,539	1.00	53,539	1.00	53,539
Classification Supervisor	A-10	1.00	65,978	1.00	65,978	1.00	65,978
Corrections Records Administrator	A-10	1.00	81,141	1.00	81,141	1.00	81,141
Public Information Officer		0.00	0	0.00	0	1.00	61,589
Information Technology Specialist	A-10	1.00	69,992	1.00	69,992	1.00	69,992
Law Enforcement Analyst Manager	A-10	1.00	62,192	1.00	62,192	1.00	62,192
Law Enforcement Records Administrator	A-10	1.00	83,595	1.00	83,595	1.00	83,595
Special Projects Coordinator	A-10	1.00	72,093	1.00	72,093	1.00	72,093
Human Resources Specialist	A-09	1.00	50,107	1.00	50,107	1.00	50,107
Public Information Specialist	A-09	1.00	50,107	1.00	50,107	0.00	0
Quartermaster Fleet Manager	A-09	1.00	63,482	1.00	63,482	1.00	63,482
Standards/Accreditation Manager	A-09	1.00	65,374	1.00	65,374	1.00	65,374

**DEPARTMENT STAFF SUMMARY**

**DEPARTMENT: SHERIFF'S OFFICE**

POSITION TITLE	GRADE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Applicant Investigator	A-08	2.00	108,430	2.00	108,430	2.00	108,430
Law Enforcement Analyst	A-08	4.00	192,733	4.00	192,733	3.00	146,661
Pre-Trial Services Coordinator	A-08	2.00	116,938	2.00	116,938	2.00	116,938
Sex Offender Verification Investigator	A-08	1.00	48,880	1.00	48,880	1.00	48,880
Classification Counselor	A-07	3.00	130,166	3.00	130,166	3.00	131,456
Community Services Coordinator	A-07	0.00	0	0.00	0	1.00	41,683
Computer Resources Technician	A-07	2.00	114,317	2.00	114,317	2.00	114,317
Electronic Surveillance Technician	A-07	0.00	0	0.00	0	1.00	56,014
Financial Investigator	A-07	1.00	56,014	1.00	56,014	1.00	56,014
Grant Fiscal Technician	A-07	1.00	61,214	1.00	61,214	1.00	61,214
Property Manager	A-07	1.00	64,938	1.00	64,938	1.00	64,938
TRAC Coordinator	A-07	0.00	0	0.00	0	1.00	48,318
Victims' Services Coordinator	A-07	1.00	41,683	1.00	41,683	1.00	41,683
Commissary Coordinator	A-06	1.00	43,035	1.00	43,035	1.00	43,035
Corrections Quartermaster	A-06	1.00	54,517	1.00	54,517	1.00	54,517
Corrections Records Supervisor	A-06	1.00	60,466	1.00	60,466	1.00	60,466
Law Enforcement Records Supervisor	A-06	4.00	188,906	4.00	187,700	4.00	187,700
Program Coordinator	A-06	1.00	43,035	1.00	43,035	1.00	43,035
Executive Office Manager		0.00	0	0.00	0	1.00	44,366
Maintenance Officer	A-05	2.00	98,508	2.00	98,508	3.00	134,596
Accounting Clerk	A-04	1.00	57,075	1.00	57,075	1.00	57,075
Admin Support Technician	A-04	6.00	301,642	6.00	301,642	5.00	260,936
Corrections Records Technician II	A-04	4.00	154,419	4.00	156,499	4.00	153,421
Law Enforcement Records Technician II	A-04	18.00	734,572	21.00	831,792	24.00	933,151
Inmate Property Coordinator	A-03	1.00	45,552	1.00	45,552	1.00	45,552
Property Management Assistant	A-03	1.00	33,904	1.00	33,904	1.00	33,904
Quartermaster Fleet Assistant	A-03	1.00	40,477	1.00	40,477	1.00	40,477
Corrections Records Clerk	A-02	2.00	76,523	2.00	76,523	2.00	76,523
Law Enforcement Records Technician I	A-02	7.00	205,149	4.00	117,228	1.00	29,307
<b>FULL-TIME SALARIES</b>		509.00	30,291,680	509.00	30,318,719	510.00	30,434,685
<b>SALARY OFFSET</b>			(536,917)		(450,692)		(400,212)
<b>SALARY ADJUSTMENT</b>			0		0		382,690
<b>TOTAL FULL-TIME SALARIES</b>		509.00	29,754,763	509.00	29,868,027	510.00	30,417,163

**DEPARTMENT STAFF SUMMARY**

**DEPARTMENT: SHERIFF'S OFFICE**

POSITION TITLE	GRADE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>PART-TIME SALARIES</b>							
Crossing Guard	A-01	5.10	149,466	4.55	133,347	5.25	153,862
<b>TOTAL PART-TIME SALARIES</b>		5.10	149,466	4.55	133,347	5.25	153,862
<b>TEMPORARY SALARIES</b>			1,162,279		1,293,027		1,390,099
<b>SALARY TOTAL</b>		<b>514.10</b>	<b>31,066,508</b>	<b>513.55</b>	<b>31,294,401</b>	<b>515.25</b>	<b>31,961,124</b>
<b>OTHER PERSONAL SERVICES</b>							
Pension & Retirement			7,207,235		9,370,233		8,227,218
Workers' Compensation			867,132		632,746		732,731
Health Benefits			5,646,711		6,379,836		6,599,455
Overtime & Shift Differential			3,502,952		3,529,380		3,824,959
FICA			2,641,981		2,659,904		2,704,239
Miscellaneous			307,290		308,860		311,420
<b>TOTAL OTHER PERSONAL SERVICES</b>			<b>20,173,301</b>		<b>22,880,959</b>		<b>22,400,022</b>
<b>TOTAL 27TH PAY COST</b>					1,706,944		0
<b>TOTAL PERSONAL SERVICES</b>		<b>514.10</b>	<b>51,239,809</b>	<b>513.55</b>	<b>55,882,304</b>	<b>515.25</b>	<b>54,361,146</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: SHERIFF'S OFFICE**

**DIVISION: Administrative Services**

**INDEX: 211100**

**ORIGIN/PURPOSE:**

The Administrative Services Division provides financial, managerial, and technical support to all the divisions of the agency.

Responsibilities include oversight of budget development and monitoring, planning and research, crime analysis, record management, employee training, quartermaster/fleet management, computer operations, and property management.

The Administrative Services Division is comprised of non-enforcement units that are tasked with providing administrative, financial, managerial, and technical support to all divisions of the agency.

**ALL FUND SUMMARY:**

		<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ORIGINAL BUDGET FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	5,888,902	5,861,153	5,894,187	5,643,197	5,666,811
20	CONTRACTUAL SERVICES	796,583	908,513	1,108,174	1,107,741	1,107,741
30	SUPPLIES & MATERIALS	84,728	86,010	92,665	92,420	92,420
40	BUSINESS & TRAVEL	248,795	284,385	287,260	316,827	316,827
50	CAPITAL OUTLAY	223,992	40,157	300,000	0	0
70	MISCELLANEOUS	6,143	17,816	6,100	4,500	4,500
	<b>GRAND TOTAL</b>	<b><u>7,249,143</u></b>	<b><u>7,198,034</u></b>	<b><u>7,688,386</u></b>	<b><u>7,164,685</u></b>	<b><u>7,188,299</u></b>

**FUNDING SOURCE:**

11	GENERAL	<b><u>7,249,143</u></b>	<b><u>7,198,034</u></b>	<b><u>7,688,386</u></b>	<b><u>7,164,685</u></b>	<b><u>7,188,299</u></b>
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**DEPARTMENT: SHERIFF'S OFFICE****DIVISION: Administrative Services****INDEX: 211100****FINANCIAL NOTES:**

The (\$500,087) net decrease in funding for Sheriff's Office - Administrative Services is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	3,558,853	3,612,785	53,932	Full-time Salaries
			(4,784)	Staff Turnover (0.1%)
			33,502	Salary Adjustments - Time in Grade/Promotions
			23,614	Funds provided for eligible personnel to be promoted to new Sr. Deputy classification
			1,600	Offset - restored FY 12 salary offset for Sheriff's legislative salary increase
			<u>53,932</u>	
o		(70,260)	(70,260)	The net result to this division of full-time staff transfers between divisions within the Sheriff's Office:
				# of Positions      Salary      Fringe      Total
				4.00      217,609      112,935      330,544
				(5.00)      (254,009)      (146,795)      (400,804)
				<u>(1.00)      (36,400)      (33,860)      (70,260)</u>
o	145,139	209,278	64,139	Temporary Salaries - funds provide for two Applicant Investigators, two Clerical Assistants, a Security Clerk and a Web Designer. Increase due to adding one Applicant Investigator and increasing hours for the Security Clerk.
o	694,031	717,774	23,743	Health Benefits - adjusted for an anticipated 5% cost increase plus staff opting for changes in level of coverage
o	739,508	611,327	(128,181)	Pension/Retirement rate adjustments per Treasury's estimates
o	41,562	48,047	6,485	Workers' Compensation rate adjustments per Treasury's estimates
o	297,555	304,461	6,906	FICA - adjusted for personnel/salary changes
o	184,140	0	(184,140)	One-time FY 12 funds provided for 27th pay

**DEPARTMENT: SHERIFF'S OFFICE**

**DIVISION: Administrative Services**

**INDEX: 211100**

**FINANCIAL NOTES:**

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	30,000	30,000	0 Other Professional Services:

Service	FY 12	FY 13	Change
Driver Training Fee	4,125	4,125	0
Swimming/Rescue Instruction	750	750	0
Basic English	675	675	0
Surviving Armed Encounters	750	750	0
Personnel File Scan	1,800	1,800	0
Law Enforcement Records Scan	4,500	4,500	0
Maryland Chiefs	7,578	7,578	0
Air Quality Test	2,970	2,970	0
IMPA Testing Services	4,073	4,073	0
Credit Checks	1,279	1,279	0
Guest Lecturers	1,500	1,500	0
<b>TOTAL</b>	<b>30,000</b>	<b>30,000</b>	<b>0</b>

o	153,560	158,340	4,780	Space and Real Estate Rental - increase based on expected cost of leases for HCC Training Academy, Firing Range, Office of Professional Standards, and 101 S. Main Street.
o	1,200	2,715	1,515	Safety Equipment - increase provides for three safety vest replacements at \$505 each
o	300,000	0	(300,000)	Equipment - funds provided in FY 12 were for one-time purchase of printers for E-Tix program
o	1,600	0	(1,600)	Grants & Contributions - the Sheriff agreed to remit his statutorily prescribed salary increase for miscellaneous grants @ \$1,600 for FY 12
o	20,445	26,179	5,734	Training Seminars - funding provides for required training, recertification and Johns Hopkins Master Program

**DEPARTMENT: SHERIFF'S OFFICE****DIVISION: Administrative Services****INDEX: 211100****FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	941,690	949,782	8,092	Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change	
	665,000	657,709	(7,291)	Telephone Service
	26,052	39,720	13,668	Internet Line Service - QWEST
	75,000	65,678	(9,322)	Medical Services - annual physicals and fitness for duty exams
	6,545	2,170	(4,375)	Management Services - drug screening program
	3,000	2,000	(1,000)	County Facility Repair & Renovations
	21,148	16,000	(5,148)	Data Processing Hardware
	1,645	800	(845)	Ice and Bottled Water
	3,300	2,300	(1,000)	Medical Supplies
	140,000	163,405	23,405	Fuel Charges
	941,690	949,782	8,092	

o	29,868	38,318	8,450	Data Processing Software Maintenance:
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Service	FY 12	FY 13	Change	
Crown Pointe Skills & Training	2,590	2,590	0	
Avtech	55	35	(20)	
Fluke Meter & Maintenance	6,735	6,735	0	
ATAC Crime Analysis	780	780	0	
NAI McAfee Anti Virus	5,100	10,100	5,000	based on actuals
Constant Contact	765	714	(51)	
Help Trac Call	615	640	25	
AIM	2,000	0	(2,000)	based on actuals
Mail Marshall	2,346	2,250	(96)	
Symantec Backup	2,367	2,421	54	
Identocard Badge System	525	525	0	
Pictometry	2,640	2,640	0	
MDC's	3,350	3,834	484	
New Southern Precinct	0	1,200	1,200	new for FY 13
Network Solutions	0	599	599	new for FY 13
Experts Exchange	0	449	449	new for FY 13
Laserfiche Software	0	2,806	2,806	new for FY 13
TOTAL	29,868	38,318	8,450	

**DIVISION STAFF SUMMARY**

**DEPARTMENT: SHERIFF'S OFFICE**  
**DIVISION: ADMINISTRATION**

Index No. 211100

POSITION TITLE	GRADE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Sheriff	Elected	1.00	106,970	1.00	108,570	1.00	111,786
Chief Deputy	L-09	1.00	129,293	1.00	129,293	1.00	129,293
Major	L-08	1.00	107,661	1.00	121,181	1.00	121,181
Captain	L-07	3.00	288,038	2.00	198,536	2.00	198,536
Lieutenant	L-06	3.00	259,127	3.00	261,789	3.00	261,789
Sergeant	L-05	2.00	161,220	2.00	156,665	2.00	154,273
Corporal	L-04	3.00	218,712	2.00	155,584	2.00	155,584
Deputy First Class	L-03	3.00	210,495	4.00	277,845	4.00	277,845
Deputy Recruit	L-01	1.00	42,973	0.00	0	0.00	0
Budget Manager	A-14	1.00	85,613	1.00	85,613	1.00	85,613
Computer Manager	A-14	1.00	67,600	1.00	67,600	1.00	67,600
Human Resources Manager	A-12	1.00	80,350	1.00	80,350	1.00	80,350
Public Information Officer		0.00	0	0.00	0	1.00	61,589 A
Information Technology Specialist	A-10	1.00	69,992	1.00	69,992	1.00	69,992
Law Enforcement Analyst Manager	A-10	1.00	62,192	1.00	62,192	1.00	62,192
Law Enforcement Records Administrator	A-10	1.00	83,595	1.00	83,595	1.00	83,595
Human Resources Specialist	A-09	1.00	50,107	1.00	50,107	1.00	50,107
Public Information Specialist	A-09	1.00	50,107	1.00	50,107	0.00	0
Quartermaster Fleet Manager	A-09	1.00	63,482	1.00	63,482	1.00	63,482
Applicant Investigator	A-08	2.00	108,430	2.00	108,430	2.00	108,430
Law Enforcement Analyst	A-08	1.00	50,336	1.00	50,336	2.00	99,216 B
Computer Resources Technician	A-07	2.00	114,317	2.00	114,317	2.00	114,317
Grant Fiscal Technician	A-07	1.00	61,214	1.00	61,214	1.00	61,214
Property Manager	A-07	1.00	64,938	1.00	64,938	1.00	64,938
Law Enforcement Records Supervisor	A-06	4.00	188,906	4.00	187,700	4.00	187,700
Executive Office Manager		0.00	0	0.00	0	1.00	44,366 C
Accounting Clerk	A-04	1.00	57,075	1.00	57,075	1.00	57,075
Admin Support Technician	A-04	2.00	95,452	2.00	95,452	1.00	54,746
Law Enforcement Records Technician II	A-04	13.00	509,661	16.00	606,881	17.00	622,274 D
Property Management Assistant	A-03	1.00	33,904	1.00	33,904	1.00	33,904
Quartermaster Fleet Assistant	A-03	1.00	40,477	1.00	40,477	1.00	40,477
Law Enforcement Records Technician I	A-02	7.00	205,149	4.00	117,228	1.00	29,307 E
<b>SUB-TOTAL FULL-TIME SALARIES</b>		63.00	3,667,386	61.00	3,560,453	60.00	3,552,771
<b>SALARY OFFSET</b>			(24,321)		(1,600)		0
<b>SALARY ADJUSTMENTS</b>			0		0		23,614 F
<b>TOTAL FULL-TIME SALARIES</b>		63.00	3,643,065	61.00	3,558,853	60.00	3,576,385

# **DIVISION STAFF SUMMARY**

**DEPARTMENT: SHERIFF'S OFFICE**  
**DIVISION: ADMINISTRATION**

Index No. 211100

POSITION TITLE	GRADE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>TEMPORARY SALARIES</b>			118,029		145,139		209,278
<b>SALARY TOTAL</b>		<b>63.00</b>	<b>3,761,094</b>	<b>61.00</b>	<b>3,703,992</b>	<b>60.00</b>	<b>3,785,663</b>
<b>OTHER PERSONAL SERVICES</b>							
Pension & Retirement			548,096		739,508		596,595
Workers' Compensation			55,869		41,562		48,251
Health Benefits			629,887		694,031		701,367
Overtime & Shift Differential			215,359		215,359		215,359
FICA			302,956		297,555		301,676
Miscellaneous			19,150		18,040		17,900
<b>TOTAL OTHER PERSONAL SERVICES</b>			<b>1,771,317</b>		<b>2,006,055</b>		<b>1,881,148</b>
<b>TOTAL 27TH PAY COST</b>			0		184,140		0
<b>TOTAL PERSONAL SERVICES</b>		<b>63.00</b>	<b>5,532,411 *</b>	<b>61.00</b>	<b>5,894,187</b>	<b>60.00</b>	<b>5,666,811</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Public Information Specialist reclassified to Public Information Officer

B - One (1) Law Enforcement Analyst transferred to Administration from Court Services

C - One (1) Administrative Support Technician was reclassified to Executive Office Manager

D - Four (4) Law Enforcement Records Technician II transferred out of Administration and Two (2) Law Enforcement Records Technician II transferred into Administration

E - Four (4) Law Enforcement Records Technician I positions were promoted to Law Enforcement Records Technician II; and one (1) Law Enforcement Records Technician II was filled as a Law Enforcement Records Technician I

F - Funds provided for new Senior Deputy classification due to Amendment #27

**DEPARTMENT: SHERIFF'S OFFICE****DIVISION: Patrol Operations****INDEX: 211200****ORIGIN/PURPOSE:**

The Patrol Operations Division responds to calls for service, enforces law, prevents crime, and apprehends violators. To perform these functions, deputies are assigned to three shifts that patrol ten sectors within Harford County.

Additionally, to assist in achieving its mission, this Division has several specialized units: Community Policing Unit, School Policing Unit, Traffic Unit and K-9 Unit. Other units with specialized functions include the Special Response Team (SRT), Crisis Negotiating Team, Scuba Team, Honor Guard, Community Action Response Team (CART), and the Gang Suppression Unit (GSU).

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	21,819,083	22,150,359	23,011,792	21,879,393	22,110,256
20	CONTRACTUAL SERVICES	173,271	155,396	213,363	855,983	855,983
30	SUPPLIES & MATERIALS	261,366	383,320	415,825	435,245	435,245
40	BUSINESS & TRAVEL	858,897	946,532	1,080,548	1,129,450	1,129,450
50	CAPITAL OUTLAY	152,128	84,249	0	0	0
70	MISCELLANEOUS	1,969	78	0	0	0
80	INTERGOVERNMENTAL/INTERFUND	585,807	994,055	0	0	0
	<b>GRAND TOTAL</b>	<b>23,852,521</b>	<b>24,713,989</b>	<b>24,721,528</b>	<b>24,300,071</b>	<b>24,530,934</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	23,852,521	24,713,989	24,721,528	24,300,071	24,530,934

**DEPARTMENT: SHERIFF'S OFFICE****DIVISION: Patrol Operations****INDEX: 211200****FINANCIAL NOTES:**

The (\$190,594) net decrease in funding for Sheriff's Office - Patrol Operations is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	12,213,227	12,476,448	263,221	Full-time Salaries
			57,047	Salary Adjustments - Time in Grade/Promotions
			230,863	Funds provided for eligible personnel to be promoted to new Sr. Deputy Classification
			(24,689)	Staff Turnover (0.20%)
			<u>263,221</u>	
o		(101,149)	(101,149)	The net result to this division of full-time staff transfers between divisions within the Sheriff's Office:
			# of Positions	Salary
			9.00	546,312
			(10.00)	(582,960)
			<u>(1.00)</u>	<u>(36,648)</u>
				Fringe
				343,017
				(407,518)
				<u>(64,501)</u>
				<u>Total</u>
				889,329
				(990,478)
				<u>(101,149)</u>
o		61,830	61,830	Part-time positions created: Two School Crossing Guards for Red Pump Road Elementary School:
			# of positions	Salary
			.70	20,514
				Fringe
				41,316
				61,830
o	208,399	242,934	34,535	Temporary Salaries - for security clerks and on-call school crossing guards per actual expenditures
o	2,742,164	2,781,059	38,895	Health Benefits adjusted for an anticipated 5% increase plus staff opting for changes in level of coverage
o	4,173,762	3,587,680	(586,082)	Pension/Retirement/LEOPS rate adjustments per Treasury's estimates
o	285,442	328,317	42,875	Workers' Compensation rate adjustments per Treasury's estimates
o	500,000	510,000	10,000	Shift Differential adjusted based on actual expense history
o	1,063,271	1,071,649	8,378	FICA - based on actual salary adjustments
o	853,000	882,600	29,600	Overtime adjusted based on actual expense history
o	703,540	0	(703,540)	One-time FY 12 funds provided for a 27th pay

**DEPARTMENT: SHERIFF'S OFFICE****DIVISION: Patrol Operations****INDEX: 211200****FINANCIAL NOTES:**

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	84,801	161,715	76,914	Electricity - increased funds provide for a full year of operating the new Southern Precinct
o	24,547	42,505	17,958	Building & Custodial Services - increase provides for a full year of operating the new Southern Precinct
o	600	13,000	12,400	Water and Sewer - increase provides for a full year of operating the new Southern Precinct
o	7,542	16,952	9,410	Operating Equipment - increased funds provide for 6 months of maintenance contracts for equipment at the new Southern Precinct for generators, elevators, etc. (no longer under warranty Jan - June, 2013)
o	10,585	16,470	5,885	Security Systems - increased funds provide for 6 months of maintenance on security system at the new Southern Precinct (no longer under warranty Jan - June, 2013)
o	0	553,605	553,605	Other Insurance - self insurance is funded in the FY 13 budget per Treasury's recommendation This has not been funded the past three fiscal years: 457,555 Auto Liability 70,189 General Liability 25,861 Property Damage <u>553,605</u>
o	43,424	2,040	(41,384)	Space & Real Estate Rental - lease at the Forest Hill Industrial Park @ (\$41,384) no longer needed 800 Quarry Lease for Dive Team 1,240 Youth Academy at Harford Glen <u>2,040</u>
o	50,000	70,000	20,000	Safety Equipment - additional funds provided to replace vests, tactical vests, explorer program items, flares, etc.

**DEPARTMENT: SHERIFF'S OFFICE**

**DIVISION: Patrol Operations**

**INDEX: 211200**

**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	846,703	903,267	56,564	Line items significantly adjusted based on actual expense history and state of the economy:
	FY 12	FY 13	Change	
	12,975	20,867	7,892	Office Equipment
	15,000	19,100	4,100	General Office Supplies
	8,070	7,000	(1,070)	Printing Commercial
	1,326	300	(1,026)	Ice and Bottled Water
	146,284	140,000	(6,284)	Uniforms - Purchase
	12,000	6,000	(6,000)	Medical Supplies
	100,000	110,000	10,000	Weapons & Ammunition
	551,048	600,000	48,952	Fuel Charges
	<u>846,703</u>	<u>903,267</u>	<u>56,564</u>	

**DIVISION STAFF SUMMARY**

**DEPARTMENT: SHERIFF'S OFFICE**  
**DIVISION: PATROL OPERATIONS**

**Index No. 211200**

POSITION TITLE	GRADE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Major	L-08	0.00	0	1.00	110,885	1.00	110,885
Captain	L-07	4.00	406,660	3.00	311,562	3.00	311,562
Lieutenant	L-06	7.00	647,255	7.00	625,686	7.00	625,686
Sergeant	L-05	21.00	1,647,361	21.00	1,671,553	21.00	1,671,553 A
Corporal	L-04	14.00	1,001,586	16.00	1,112,221	15.00	1,029,229 B
Deputy First Class	L-03	129.00	7,475,080	130.00	7,395,438	143.00	8,119,817 C
Deputy	L-02	19.00	873,999	18.00	881,071	4.00	181,460
Deputy, Recruit	L-01	3.00	128,919	0.00	0	0.00	0
Admin Support Technician	A-04	2.00	104,811	2.00	104,811	2.00	104,811
Law Enforcement Records Tech II	A-04	0.00	0	0.00	0	1.00	53,934 D
<b>FULL-TIME SALARIES</b>		199.00	12,285,671	198.00	12,213,227	197.00	12,208,937
<b>SALARY OFFSET</b>			(64,460)		0		0
<b>SALARY ADJUSTMENTS</b>			0		0		230,863 E
<b>TOTAL FULL-TIME SALARIES</b>		199.00	12,221,211	198.00	12,213,227	197.00	12,439,800
<b>PART-TIME SALARIES</b>							
Crossing Guard	A-01	5.10	149,466	4.55	133,347	5.25	153,862 F
<b>TOTAL PART-TIME SALARIES</b>		5.10	149,466	4.55	133,347	5.25	153,862
<b>TEMPORARY SALARIES</b>			226,753		208,399		242,934
<b>SALARY TOTAL</b>		<b>204.10</b>	<b>12,597,430</b>	<b>202.55</b>	<b>12,554,973</b>	<b>202.25</b>	<b>12,836,596</b>

# DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE  
DIVISION: PATROL OPERATIONS

Index No. 211200

POSITION TITLE	GRADE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement			3,143,756		4,173,762		3,538,966
Workers' Compensation			395,253		285,442		328,653
Health Benefits			2,426,921		2,742,164		2,806,748
Overtime & Shift Differential			1,333,686		1,353,000		1,392,600
FICA			1,065,721		1,063,271		1,070,413
Miscellaneous			135,222		135,640		136,280
TOTAL OTHER PERSONAL SERVICES			8,500,559		9,753,279		9,273,660
TOTAL 27TH PAY COST			0		703,540		0
TOTAL PERSONAL SERVICES		204.10	21,097,989	202.55	23,011,792	202.25	22,110,256

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

- A - One (1) Corporal position upgraded to a Sergeant and one (1) Sergeant position transferred out of Patrol to other divisions within the Sheriff's Office
- B - One (1) Corporal reclassified to Deputy First Class; one (1) Corporal promoted to Sergeant; and two (2) Corporal positions transferred in from other divisions within the Sheriff's Office and one (1) Corporal transferred out
- C - Seventeen (17) Deputy positions promoted to Deputy First Class and three (3) vacant Deputy First Class positions reclassified to Deputy due to turnover; and eight (8) Deputy First Class positions transferred out of Patrol and Six (6) Deputy First Class positions transferred into Patrol.
- D - One (1) Law Enforcement Records Technician II transferred in from other division within the Sheriff's Office.
- E - Funds provided for new Senior Deputy classification due to Amendment #28
- F - New Part-time School Crossing Guard positions (.70) were created to work at the Red Pump Road Elementary School

**DEPARTMENT: SHERIFF'S OFFICE**

**DIVISION: Investigative Services**

**INDEX: 211300**

**ORIGIN/PURPOSE:**

The Investigative Services Bureau is responsible for the in-depth investigation of designated serious crimes, drug offenses, and homeland security issues reported to the Sheriff's Office. To accomplish its mission, the Bureau is divided into two divisions: Criminal Investigation and Special Investigation.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	6,240,510	6,303,192	6,952,218	6,784,789	6,867,594
20	CONTRACTUAL SERVICES	494,854	506,626	545,216	674,564	674,564
30	SUPPLIES & MATERIALS	41,099	36,356	41,088	41,393	41,393
40	BUSINESS & TRAVEL	282,427	314,613	325,055	367,460	367,460
70	MISCELLANEOUS	47,500	52,500	57,500	60,000	60,000
	<b>GRAND TOTAL</b>	<b><u>7,106,390</u></b>	<b><u>7,213,287</u></b>	<b><u>7,921,077</u></b>	<b><u>7,928,206</u></b>	<b><u>8,011,011</u></b>

<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	<b><u>7,106,390</u></b>	<b><u>7,213,287</u></b>	<b><u>7,921,077</u></b>	<b><u>7,928,206</u></b>	<b><u>8,011,011</u></b>

**DEPARTMENT: SHERIFF'S OFFICE****DIVISION: Investigative Services****INDEX: 211300****FINANCIAL NOTES:**

The \$89,934 net increase in funding for Sheriff's Office - Investigative Services is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	3,658,322	3,688,773	30,451	Full-time Salaries
			82,805	Funds provided for eligible personnel to be promoted to new Sr. Deputy classification
			(52,354)	Staff Turnover (1.4%)
			<u>30,451</u>	
o		267,577	267,577	The net result to this division of full-time staff transfers between divisions within the Sheriff's Office:
			# of Positions	Salary
			8.00	522,036
			(5.00)	(331,697)
			<u>3.00</u>	<u>190,339</u>
				Fringe
				293,815
				(216,577)
				<u>77,238</u>
				Total
				815,851
				(548,274)
				<u>267,577</u>
o		74,648	74,648	Full-time position created:
			# of positions	Salary
			1.0	48,318
				Fringe
				26,330
				Total
				74,648
				TRAC Coordinator previously funded by grant
o	164,420	95,297	(69,123)	Temporary Salaries - funds provide for Sex Offender Registration Investigator and an Equipment Technician.
				Decrease due to turnover of Equipment Technician and TRAC Coordinator now budgeted as a permanent full-time position
o	793,312	806,889	13,577	Health Benefits - adjusted for an anticipated 5% cost increase plus staff opting for changes in level of coverage
o	1,173,445	952,990	(220,455)	Pension/Retirement/LEOPS rate adjustments per Treasury's estimates
o	79,853	89,586	9,733	Workers' Compensation rate adjustments per Treasury's estimates
o	290,000	300,000	10,000	Overtime - increase based on actual expense history
o	207,296	225,000	17,704	Shift Differential - increase based on actual expense history
o	329,752	322,634	(7,118)	FICA adjustments
o	212,818	0	(212,818)	One-time FY 12 funds provided for 27th pay

**DEPARTMENT: SHERIFF'S OFFICE****DIVISION: Investigative Services****INDEX: 211300****FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	274,883	321,037	46,154	Line items adjusted due to new Megan's Law Unit (MLU):
	FY 12	FY 13	Change	
	244,168	284,530	40,362	Space & Real Estate Rental
	29,000	34,000	5,000	Electricity
	1,715	2,507	792	Internet Line Services
	<u>274,883</u>	<u>321,037</u>	<u>46,154</u>	
o	91,440	106,000	14,560	Other Professional Services - fees associated with subpoena record requests, technical consultants and increased hours for video analysis consultant
o	30,586	82,068	51,482	Other (Service & Maintenance) - increase based on actual expense history for wiretap, terminix, and records database maintenance contracts
o	57,500	60,000	2,500	Confidential Expenses - increased appropriations provide for investigation funds to purchase narcotics, pay informants, and intel/homeland defense
o	313,844	374,239	60,395	Line items adjusted significantly due to actual expense history:
	FY 12	FY 13	Change	
	8,616	13,101	4,485	Office Equipment
	108,600	121,800	13,200	Vehicle & Operating Equipment
	400	200	(200)	Ice and Bottled Water
	2,228	2,733	505	Safety Equipment
	180,000	218,605	38,605	Fuel Charges
	14,000	17,800	3,800	Non-Targeted Charges
	<u>313,844</u>	<u>374,239</u>	<u>60,395</u>	

**DIVISION STAFF SUMMARY**

**DEPARTMENT: SHERIFF'S OFFICE**  
**DIVISION: INVESTIGATIVE SERVICES**

Index No. 211300

POSITION TITLE	GRADE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Major	L-08	1.00	107,661	2.00	225,306	1.00	117,645 A
Captain	L-07	2.00	201,468	2.00	204,672	3.00	305,406 B
Lieutenant	L-06	2.00	175,448	3.00	261,789	3.00	259,272
Sergeant	L-05	8.00	650,480	5.00	397,510	5.00	399,902
Corporal	L-04	6.00	406,953	6.00	418,871	6.00	418,871
Deputy First Class	L-03	24.00	1,485,054	28.00	1,713,229	29.00	1,767,849 C
Deputy	L-02	0.00	0	0.00	0	1.00	45,365
Computer Forensics Examiner	A-11	1.00	53,539	1.00	53,539	1.00	53,539
Law Enforcement Analyst	A-08	2.00	93,517	2.00	93,517	1.00	47,445 D
Sex Offender Verification Investigator	A-08	1.00	48,880	1.00	48,880	1.00	48,880
Electronic Surveillance Technician	A-07	0.00	0	0.00	0	1.00	56,014
Financial Investigator	A-07	1.00	56,014	1.00	56,014	1.00	56,014
TRAC Coordinator	A-07	0.00	0	0.00	0	1.00	48,318 E
Victims' Services Coordinator	A-07	1.00	41,683	1.00	41,683	1.00	41,683
Admin Support Technician	A-04	2.00	101,379	2.00	101,379	2.00	101,379
Law Enforcement Records Technician II	A-04	1.00	41,933	1.00	41,933	2.00	77,043 F
<b>SUB TOTAL FULL-TIME SALARIES</b>		52.00	3,464,009	55.00	3,658,322	59.00	3,844,625
<b>SALARY ADJUSTMENTS</b>			0		0		82,805 G
<b>TOTAL FULL-TIME SALARIES</b>		52.00	3,464,009	55.00	3,658,322	59.00	3,927,430
<b>TEMPORARY SALARIES</b>			51,538		164,420		95,297
<b>SALARY TOTAL</b>		<b>52.00</b>	<b>3,515,547</b>	<b>55.00</b>	<b>3,822,742</b>	<b>59.00</b>	<b>4,022,727</b>

# DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE  
DIVISION: INVESTIGATIVE SERVICES

Index No. 211300

POSITION TITLE	GRADE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement			814,170		1,173,445		988,932
Workers' Compensation			104,107		79,853		95,147
Health Benefits			627,016		793,312		849,439
Overtime & Shift Differential			497,296		497,296		525,000
FICA			306,929		329,752		340,889
Miscellaneous			41,680		43,000		45,460
TOTAL OTHER PERSONAL SERVICES			2,391,198		2,916,658		2,844,867
TOTAL 27TH PAY COST			0		212,818		0
TOTAL PERSONAL SERVICES		52.00	5,906,745	55.00	6,952,218	59.00	6,867,594

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Major position downgraded to a Deputy due to turnover

B - One (1) Captain position transferred in from other division within the Sheriff's Office

C - Four (4) Deputy First Class positions transferred in from other divisions within the Sheriff's Office and three (3) Deputy First Class positions transferred out

D - One (1) Law Enforcement Analyst position reclassified to an Electronic Surveillance Technician due to turnover

E - One (1) new TRAC Coordinator position was created, position previously funded by a grant

F - One (1) Law Enforcement Records Technician II position transferred in from other division within the Sheriff's Office

G - Funds provided for new Senior Deputy classification due to Amendment #29

**DEPARTMENT: SHERIFF'S OFFICE**

**DIVISION: Correctional Services**

**INDEX: 212000**

**ORIGIN/PURPOSE:**

Correctional Services oversees the Harford County Detention Center which houses pre-trial, pre-sentenced, and sentenced adults; and provides religious, psychiatric, medical, and educational programs to inmates.

It administers Work Release Home Detention and Pre-Trial Release Programs and Detail assignments and opportunities to non-violent, low risk inmates. The staff provides 24-hour security and generates those reports required by the Courts, State's Attorney, Maryland Department of Corrections, and other associated agencies, as well as those required by State and National Correctional Standards for Accreditation.

It has total responsibility for transporting prisoners to the Courts, medical treatment facilities, and to other facilities for incarceration.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	14,490,210	14,995,532	15,183,127	15,046,326	15,046,326
20	CONTRACTUAL SERVICES	3,444,642	3,131,973	4,424,063	4,503,918	4,503,918
30	SUPPLIES & MATERIALS	1,176,188	1,195,391	1,329,469	1,302,695	1,302,695
40	BUSINESS & TRAVEL	34,010	8,622	7,665	7,361	7,361
50	CAPITAL OUTLAY	2,184	13,403	0	0	0
70	MISCELLANEOUS	0	15,132	15,132	0	0
	<b>GRAND TOTAL</b>	<b>19,147,234</b>	<b>19,360,053</b>	<b>20,959,456</b>	<b>20,860,300</b>	<b>20,860,300</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	19,147,234	19,360,053	20,959,456	20,860,300	20,860,300

**DEPARTMENT: SHERIFF'S OFFICE****DIVISION: Correctional Services****INDEX: 212000****FINANCIAL NOTES:**

The (\$99,156) net decrease in funding for Sheriff's Office - Correctional Services is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	8,281,976	8,314,341	32,365	Full-time Salaries
			56,576	Salary Adjustments - Time in Grade/Promotions
			(24,211)	Staff Turnover (0.29%)
			<u>32,365</u>	
o		6,424	6,424	The net result to this division of full-time staff transfers between divisions within the Sheriff's Office:
				# of Positions      Salary      Fringe      Total
				1.0      33,093      23,364      56,457
				(1.0)      (36,171)      (13,862)      (50,033)
				<u>0.0      (3,078)      9,502      6,424</u>
o	67,600	66,600	(1,000)	Uniform Allowance
o	891,725	1,100,000	208,275	Overtime - increase based on actual expenses
o	1,763,405	1,812,660	49,255	Health Benefits - adjusted for an anticipated 5% increase plus staff opting for changes in level of coverage
o	2,485,603	2,439,348	(46,255)	Pension/Retirement rate adjustments per Treasury's estimates
o	177,662	205,965	28,303	Workers' Compensation rate adjustments per Treasury's estimates
o	240,000	260,000	20,000	Shift Differential adjusted based on actual expenses
o	725,405	745,345	19,940	FICA adjustments
o	454,108	0	(454,108)	One-time FY 12 funds provided for 27th pay

**DEPARTMENT: SHERIFF'S OFFICE****DIVISION: Correctional Services****INDEX: 212000****FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE
o	2,000	0	(2,000) Ice and Bottled Water - no longer providing bottled water
o	81,157	53,508	(27,649) Safety Equipment - decrease due to fewer safety vest replacements and SCBA equipment
o	15,132	0	(15,132) County Match/Transfer Out - match funds for Body Armor grant not required
o	184,184	192,185	8,001 Line items significantly adjusted based on actual expense history:
	FY 12	FY 13	Change
	46,860	47,470	610 Office Equipment
	35,000	30,000	(5,000) Operating Equipment
	100,000	109,820	9,820 Building/Custodial Services
	100	2,975	2,875 Diesel Fuel
	500	0	(500) Fuel Charges
	1,724	1,920	196 Parking & Tolls
	<u>184,184</u>	<u>192,185</u>	<u>8,001</u>
o	0	74,605	74,605 Other Insurance - increase for share of auto liability, general liability and property damage which was not funded in FY 12:
			Auto Liability 1,825
			General Liability 62,039
			Property Damage 10,741
			<u>74,605</u>

**DIVISION STAFF SUMMARY**

**DEPARTMENT: SHERIFF'S OFFICE**  
**DIVISION: CORRECTIONAL SERVICES**

Index No. 212000

POSITION TITLE	GRADE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Major	D-08	1.00	103,646	1.00	97,698	1.00	97,698
Captain	D-07	2.00	177,466	2.00	172,973	2.00	172,973
Lieutenant	D-06	8.00	590,719	8.00	597,500	9.00	666,514 A
Sergeant	D-05	13.00	861,057	13.00	861,057	13.00	848,037
Corporal	D-04	14.00	826,345	14.00	826,345	15.00	878,989 B
Officer First Class	D-03	73.00	3,644,375	76.00	3,739,637	87.00	4,187,393 C
Officer	D-02	20.00	804,120	19.00	763,914	4.00	160,824 D
Officer Recruit	D-01	2.00	78,332	0.00	0	0.00	0
Warden	A-15	1.00	113,027	1.00	113,027	1.00	113,027
Classification Supervisor	A-10	1.00	65,978	1.00	65,978	1.00	65,978
Corrections Records Administrator	A-10	1.00	81,141	1.00	81,141	1.00	81,141
Special Projects Coordinator	A-10	1.00	72,093	1.00	72,093	1.00	72,093
Standards/Accreditation Manager	A-09	1.00	65,374	1.00	65,374	1.00	65,374
Pre-Trial Services Coordinator	A-08	2.00	116,938	2.00	116,938	2.00	116,938
Classification Counselor	A-07	3.00	130,166	3.00	130,166	3.00	131,456
Community Services Coordinator	A-07	0.00	0	0.00	0	1.00	41,683 E
Commissary Coordinator	A-06	1.00	43,035	1.00	43,035	1.00	43,035
Corrections Quartermaster	A-06	1.00	54,517	1.00	54,517	1.00	54,517
Corrections Records Supervisor	A-06	1.00	60,466	1.00	60,466	1.00	60,466
Program Coordinator	A-06	1.00	43,035	1.00	43,035	1.00	43,035
Maintenance Officer	A-05	2.00	98,508	2.00	98,508	3.00	134,596 F
Corrections Records Technician II	A-04	4.00	154,419	4.00	156,499	4.00	153,421
Inmate Property Coordinator	A-03	1.00	45,552	1.00	45,552	1.00	45,552
Corrections Records Clerk	A-02	2.00	76,523	2.00	76,523	2.00	76,523
<b>SUB-TOTAL FULL-TIME SALARIES</b>		<u>156.00</u>	<u>8,306,832</u>	<u>156.00</u>	<u>8,281,976</u>	<u>156.00</u>	<u>8,311,263</u>
<b>SALARY OFFSET</b>			<u>(39,166)</u>		<u>0</u>		<u>0</u>
<b>TOTAL FULL-TIME SALARIES</b>		<u>156.00</u>	<u>8,267,666</u>	<u>156.00</u>	<u>8,281,976</u>	<u>156.00</u>	<u>8,311,263</u>

# DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE  
DIVISION: CORRECTIONAL SERVICES

Index No. 212000

POSITION TITLE	GRADE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES			100,000		73,803		73,803
SALARY TOTAL		156.00	8,367,666	156.00	8,355,779	156.00	8,385,066
OTHER PERSONAL SERVICES							
Pension & Retirement			2,110,022		2,485,603		2,437,624
Workers' Compensation			245,149		177,662		205,969
Health Benefits			1,575,592		1,763,405		1,824,117
Overtime & Shift Differential			1,119,445		1,131,725		1,360,000
FICA			725,379		725,405		745,110
Miscellaneous			88,800		89,440		88,440
TOTAL OTHER PERSONAL SERVICES			5,864,387		6,373,240		6,661,260
TOTAL 27TH PAY COST			0		454,108		0
TOTAL PERSONAL SERVICES		156.00	14,232,053	156.00	15,183,127	156.00	15,046,326

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Sergeant position promoted to Lieutenant

B - Three (3) Officer First Class positions promoted to Corporal and two (2) Corporal positions promoted to Sergeant

C - Twelve (12) Officer positions upgraded to Officer First Class; one (1) Officer First Class position downgraded to Officer and three (3) Officer positions reclassified to Officer First Class due to turnover.

D - One (1) Sergeant position and one (1) Office First Class position reclassified to Officer due to turnover

E - One (1) vacant Officer position reclassified to Community Services Coordinator

F - One (1) vacant Officer position reclassified to Maintenance Officer

**DEPARTMENT: SHERIFF'S OFFICE****DIVISION: Inmate Welfare Fund****INDEX: 212100****ORIGIN/PURPOSE:**

In accordance with GASB Statement No. 34, this index is the appropriation authority for the Inmate Welfare account at the Harford County Detention Center.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	6,201	3,847	129,979	135,937	135,937
20	CONTRACTUAL SERVICES	900	5,365	16,618	18,077	18,077
30	SUPPLIES & MATERIALS	224,148	276,088	394,223	394,223	394,223
40	BUSINESS & TRAVEL	5,019	61,377	70,274	55,524	55,524
50	CAPITAL OUTLAY	0	39,004	119,000	127,500	127,500
	<b>GRAND TOTAL</b>	<b>236,268</b>	<b>385,681</b>	<b>730,094</b>	<b>731,261</b>	<b>731,261</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>236,268</b>	<b>385,681</b>	<b>730,094</b>	<b>731,261</b>	<b>731,261</b>

**FINANCIAL NOTES:**

The \$1,167 net increase in funding for the Sheriff's Office - Inmate Welfare Fund is the result of:

	FY 12	FY 13	CHANGE	
o	104,420	116,534	12,114	Temporary Salaries - funds provide for a Librarian, Chaplain, and Inmate Mental Health Liaison. Additional funds are for the Librarian.
o	12,787	10,488	(2,299)	Temporary Pension rate adjustments per Treasury's estimates
o	7,958	8,915	957	FICA adjustments increase for Librarian
o	4,814	0	(4,814)	One time FY 12 funds provided for 27th pay

**DEPARTMENT: SHERIFF'S OFFICE**

**DIVISION: Inmate Welfare Fund**

**INDEX: 212100**

**FINANCIAL NOTES:**

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	1,825	3,284	1,459 Office Equipment - copier lease for Inmate Law Library
o	0	500	500 General Office Supplies - allowable expenses for office supplies
o	16,000	15,500	(500) Paint - allowable expense for inmates to paint the "old jail"
o	57,774	37,674	(20,100) In-House Training - inmate programs through Harford Community College and Habitat for Humanity
o	12,500	17,850	5,350 Professional Books - increase for allowable expenses for law books for Inmate Law Library
o	119,000	127,500	8,500 Equipment:
			4,000 Other Office Equipment - Computer equipment for law library
			8,000 Food Heating Cart
			9,500 Work Stations - furniture for inmate classrooms
			26,000 Other Furniture & Fixtures - exercise equipment
			80,000 Generators - one-time funds to provide for kitchen generator
			<u>127,500</u>

# DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE  
DIVISION: INMATE WELFARE FUND

Index No. 212100

POSITION TITLE	GRADE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES			<u>59,039</u>		<u>104,420</u>		<u>116,534</u>
SALARY TOTAL			<u><b>59,039</b></u>		<u><b>104,420</b></u>		<u><b>116,534</b></u>
OTHER PERSONAL SERVICES							
Pension			3,848		12,787		10,488
FICA			<u>4,516</u>		<u>7,958</u>		<u>8,915</u>
TOTAL OTHER PERSONAL SERVICES			<b>8,364</b>		<b>20,745</b>		<b>19,403</b>
TOTAL 27TH PAY COST			<u>0</u>		<u>4,814</u>		<u>0</u>
TOTAL PERSONAL SERVICES			<u><b>67,403</b></u>		<u><b>129,979</b></u>		<u><b>135,937</b></u>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: SHERIFF'S OFFICE****DIVISION: Court Services****INDEX: 213000****ORIGIN/PURPOSE:**

The Court Services Division is comprised of five integrated units that are responsible for a multitude of tasks that support Harford County's Judicial System. The Division's five units consist of the Civil Process Unit, Court Security Unit, Domestic Violence Unit, Office of Child Support Enforcement Unit, and the Warrant/Fugitive Unit. The primary responsibilities of the units are the service of papers generated from Harford County Courts, security of the Circuit Courthouse and its personnel, the investigation and safeguard of rights for victims of domestic violence, and the apprehension of wanted persons for both child support and criminal violations. To accomplish division goals Sheriff's Office personnel work closely with staff from the District and Circuit Courts, the State's Attorney's Office, the Family Justice Center and the legal community serving Harford County.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	4,414,110	4,318,998	4,711,001	4,488,814	4,534,222
20	CONTRACTUAL SERVICES	30,159	18,325	29,071	22,980	22,980
30	SUPPLIES & MATERIALS	26,149	28,830	40,365	44,622	44,622
40	BUSINESS & TRAVEL	218,478	249,281	265,295	285,350	285,350
50	CAPITAL OUTLAY	899	10,842	0	0	0
70	MISCELLANEOUS	319,753	303,109	304,323	307,277	307,277
	<b>GRAND TOTAL</b>	<b>5,009,548</b>	<b>4,929,385</b>	<b>5,350,055</b>	<b>5,149,043</b>	<b>5,194,451</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	5,009,548	4,929,385	5,350,055	5,149,043	5,194,451

**DEPARTMENT: SHERIFF'S OFFICE****DIVISION: Court Services****INDEX: 213000****FINANCIAL NOTES:**

The (\$155,604) net decrease in funding for Sheriff's Office - Court Services is the result of:

	FY 12	FY 13	CHANGE																
o	2,155,649	2,201,057	45,408 Full-time Salaries 45,408 Funds provided for eligible personnel to be promoted to new Sr. Deputy classification																
o		(48,648)	(48,648) The net result to this division of full-time staff transfers between divisions within the Sheriff's Office:																
			<table><tr><td># of Positions</td><td>Salary</td><td>Fringe</td><td>Total</td></tr><tr><td>9.00</td><td>538,095</td><td>350,797</td><td>888,892</td></tr><tr><td>(9.00)</td><td>(576,867)</td><td>(360,673)</td><td>(937,540)</td></tr><tr><td><u>0.00</u></td><td><u>(38,772)</u></td><td><u>(9,876)</u></td><td><u>(48,648)</u></td></tr></table>	# of Positions	Salary	Fringe	Total	9.00	538,095	350,797	888,892	(9.00)	(576,867)	(360,673)	(937,540)	<u>0.00</u>	<u>(38,772)</u>	<u>(9,876)</u>	<u>(48,648)</u>
# of Positions	Salary	Fringe	Total																
9.00	538,095	350,797	888,892																
(9.00)	(576,867)	(360,673)	(937,540)																
<u>0.00</u>	<u>(38,772)</u>	<u>(9,876)</u>	<u>(48,648)</u>																
o	596,846	652,253	55,407 Temporary Salaries increased based on actual expense history for Security Clerks																
o	386,924	387,290	366 An anticipated 5% increase in Health Benefits costs plus staff opting for changes in level of coverage																
o	785,128	693,551	(91,577) Pension/Retirement/LEOPS rate adjustments per Treasury's estimates																
o	48,227	53,776	5,549 Workers' Compensation rate adjustments per Treasury's estimates																
o	235,963	240,203	4,240 FICA adjusted for personnel/salary changes																
o	147,524	0	(147,524) One time FY 12 funds provided for a 27th pay																
o	2,965	8,520	5,555 Safety Equipment - additional funds provided for the replacement of safety vests, flares, handcuffs, and leg irons.																

**DEPARTMENT: SHERIFF'S OFFICE**

**DIVISION: Court Services**

**INDEX: 213000**

**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	153,622	166,827	13,205	Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change	
	5,000	0	(5,000)	Electricity
	7,824	6,827	(997)	Other Services
	798	0	(798)	Ice and Bottled Water
	<u>140,000</u>	<u>160,000</u>	<u>20,000</u>	Fuel Charges
	<u>153,622</u>	<u>166,827</u>	<u>13,205</u>	

o	304,323	307,277	2,954	County Match/Transfers Out:			
					FY 12	FY 13	Change
				BOSE Grant Match	260,391	263,049	2,658
				Management Fee	28,932	29,228	296
				Domestic Violence	<u>15,000</u>	<u>15,000</u>	<u>0</u>
					<u>304,323</u>	<u>307,277</u>	<u>2,954</u>

# DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE  
DIVISION: COURT SERVICES

Index No. 213000

POSITION TITLE	GRADE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Major	L-08	1.00	121,181	0.00	0	0.00	0
Captain	L-07	0.00	0	1.00	92,186	1.00	92,186
Lieutenant	L-06	1.00	91,624	1.00	91,624	1.00	86,341
Sergeant	L-05	3.00	268,217	5.00	434,720	5.00	434,720
Corporal	L-04	7.00	527,072	6.00	455,791	6.00	455,791
Deputy First Class	L-03	17.00	1,108,181	20.00	1,241,133	21.00	1,268,151 A
Deputy	L-02	2.00	90,730	1.00	57,429	0.00	0 B
Deputy/Recruit	L-01	3.00	128,919	0.00	0	0.00	0
Law Enforcement Analyst	A-08	1.00	48,880	1.00	48,880	0.00	0 C
Law Enforcement Records Technician II	A-04	4.00	182,978	4.00	182,978	4.00	179,900
<b>FULL-TIME SALARIES</b>		39.00	2,567,782	39.00	2,604,741	38.00	2,517,089
<b>SALARY OFFSET</b>			(408,970)		(449,092)		(400,212) D
<b>SALARY ADJUSTMENTS</b>			0		0		45,408 E
<b>TOTAL FULL-TIME SALARIES</b>		39.00	2,158,812	39.00	2,155,649	38.00	2,162,285
<b>TEMPORARY SALARIES</b>			606,920		596,846		652,253
<b>SALARY TOTAL</b>		<b>39.00</b>	<b>2,765,732</b>	<b>39.00</b>	<b>2,752,495</b>	<b>38.00</b>	<b>2,814,538</b>

# DIVISION STAFF SUMMARY

DEPARTMENT: SHERIFF'S OFFICE  
DIVISION: COURT SERVICES

Index No. 213000

POSITION TITLE	GRADE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
		POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
OTHER PERSONAL SERVICES							
Pension & Retirement			587,343		785,128		654,613
Workers' Compensation			66,754		48,227		54,711
Health Benefits			387,293		386,924		417,784
Overtime & Shift Differential			337,166		332,000		332,000
FICA			236,480		235,963		237,236
Miscellaneous			22,440		22,740		23,340
TOTAL OTHER PERSONAL SERVICES			1,637,476		1,810,982		1,719,684
TOTAL 27TH PAY COST			0		147,524		0
TOTAL PERSONAL SERVICES		39.00	4,403,208	39.00	4,711,001	38.00	4,534,222

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - Six (6) Deputy First Class positions transferred in from other divisions within Sheriff's Office and five (5) Deputy First Class positions transferred out

B - One (1) Deputy position transferred out of Court Services to other division within Sheriff's Office

C - One (1) Law Enforcement Analyst position transferred out of Court Services to other division within the Sheriff's Office

D - Salary offset for seven (7) positions offset by BOSE reimbursement in the amount of \$400,212

E - Funds provided for new Senior Deputy classification due to Amendment #30.

## HARFORD COUNTY SHERIFF'S OFFICE OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To ensure that agency staffing is adequate to meet current and future service demands and mandates in a timely and efficient manner.

### **Department Objective**

To provide for timely service of court ordered civil processes by ensuring a service rate of no less than 90% annually.

### **County Goal(s) Supported**

I. Public Safety

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Number of Civil Deputies	10	9	9	9	9
Operating Budget Allocated	\$1,140,117	\$1,047,804	\$1,055,463	\$1,055,000	\$1,055,000
<b><u>Output:</u></b>					
Number of papers received	47,848	49,158	44,097	45,000	45,000
<b><u>Efficiency:</u></b>					
Number of papers served	46,734	47,725	43,276	41,400	41,400
Number of papers served per Civil Deputy	4,673	5,302	4,808	4,600	4,600
<b><u>Service Quality:</u></b>					
Number of papers unable to be served	1,114	1,433	821	3,600	3,600
Average number of service attempts per paper	4.5	5.0	5.0	4.5	4.5
<b><u>Outcome:</u></b>					
Annual service rate percentage	97.73%	97.08%	98.10%	92.00%	92.00%

### **Explanation and Analysis of Performance Measures**

Court Services seeks to provide for timely service of court ordered civil processes by ensuring a service rate of no less than 90% annually. Service of these processes is mandated by State statutes.

## HARFORD COUNTY SHERIFF'S OFFICE OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To enhance the safety of families through the monitoring of convicted sex offenders.

### **Department Objective**

To provide for routine monitoring of sex offender registrants through residential and employment verification at a minimum of twice per year per registrant.

### **County Goal(s) Supported**

I. Public Safety

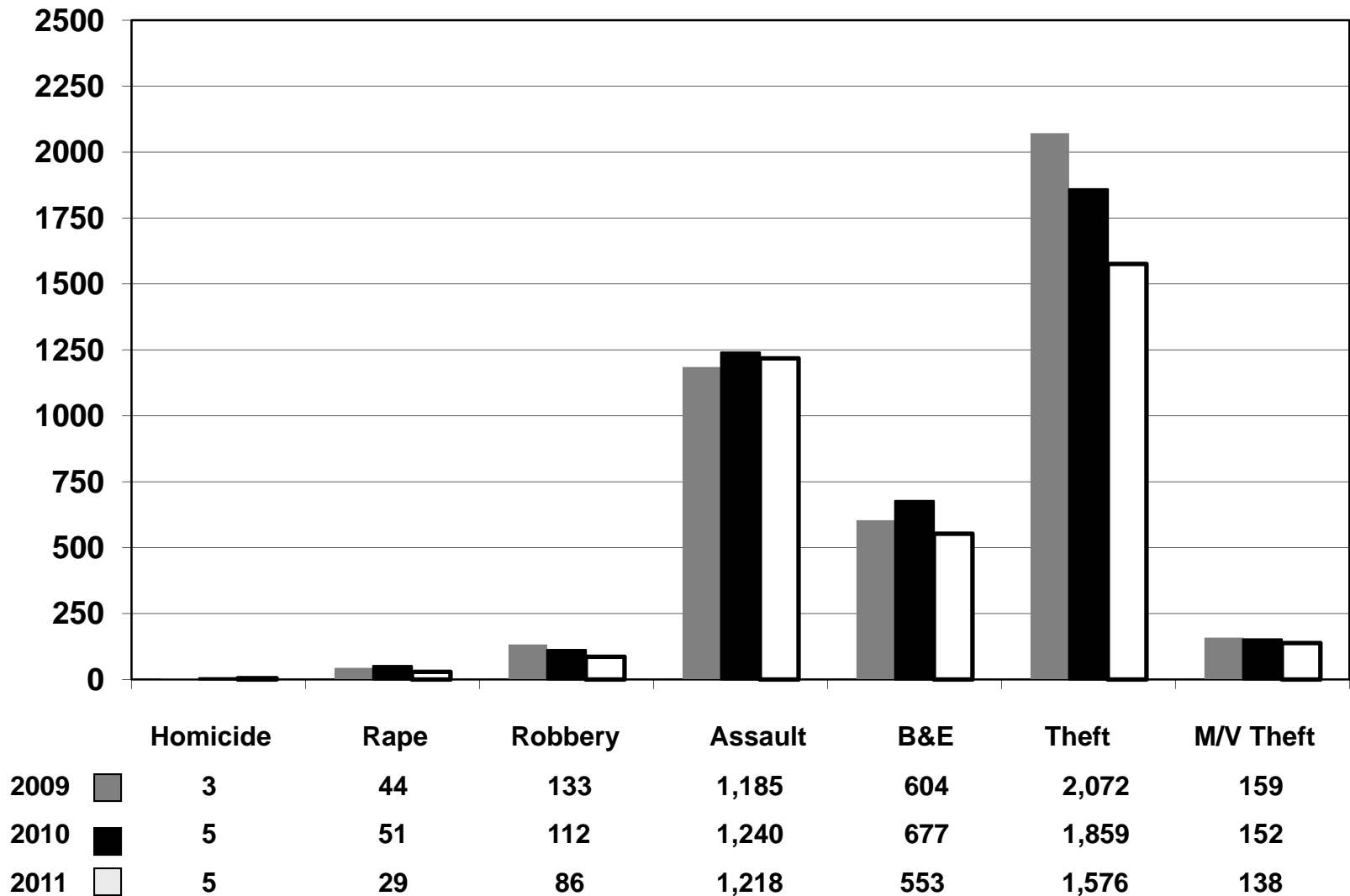
Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Number of staff	1	1	1	1	1
Dollars allocated	\$11,355	\$11,343	\$11,158	\$11,548	\$11,548
<b><u>Output:</u></b>					
Number convicted of misdemeanor offenses (Tier One)	N/A*	13	30	31	42
Number convicted of non-contact felonies or contact misdemeanors (Tier Two)	N/A*	19	18	20	20
Number convicted of contact felonies (Tier Three)	N/A*	148	154	155	159
<b><u>Efficiency:</u></b>					
Average number of attempts per verification	1.4	1.4	1.3	1.3	1.3
<b><u>Service Quality:</u></b>					
Average number of residential verifications per registrant	3.4	2.5	5.2	3.9	5.2
<b><u>Outcome:</u></b>					
Average number of verifications per year per registrant	3.4	2.5	5.2	3.9	5.2

### **Explanation and Analysis of Performance Measures**

Convicted sex offenders are required to report to the Sheriff's Office their current addresses, employers, and any educational institutions they attend. The Sheriff's Office, through its Megan's Law unit, strives to protect children and adults from sex offenders by verifying the information through personal contact at the offender's residence, place of employment, and educational institution. The Sheriff's Office will make at least two such checks per year for each offender.

\* New performance measure.

# Harford County Sheriff's Office Crime Statistics



# FY13 Anticipated Grant Award Dollars

(July 1, 2012 to June 30, 2013)

## SHERIFF'S OFFICE

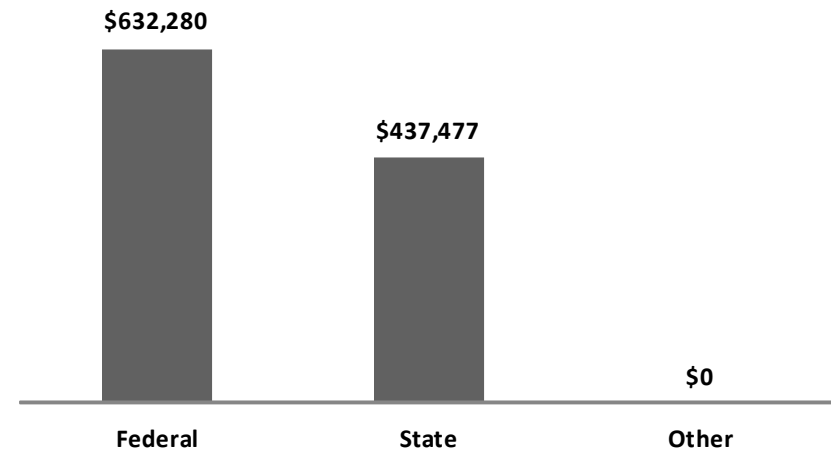
% of Anticipated Grant Dollars by Funder



# of Anticipated Grant Awards: 12

Federal	4
State	8
State/Other	0
Other	0

Anticipated Grant Award Dollars (\$1,069,757)\*



*Requested County Match \$307,277*

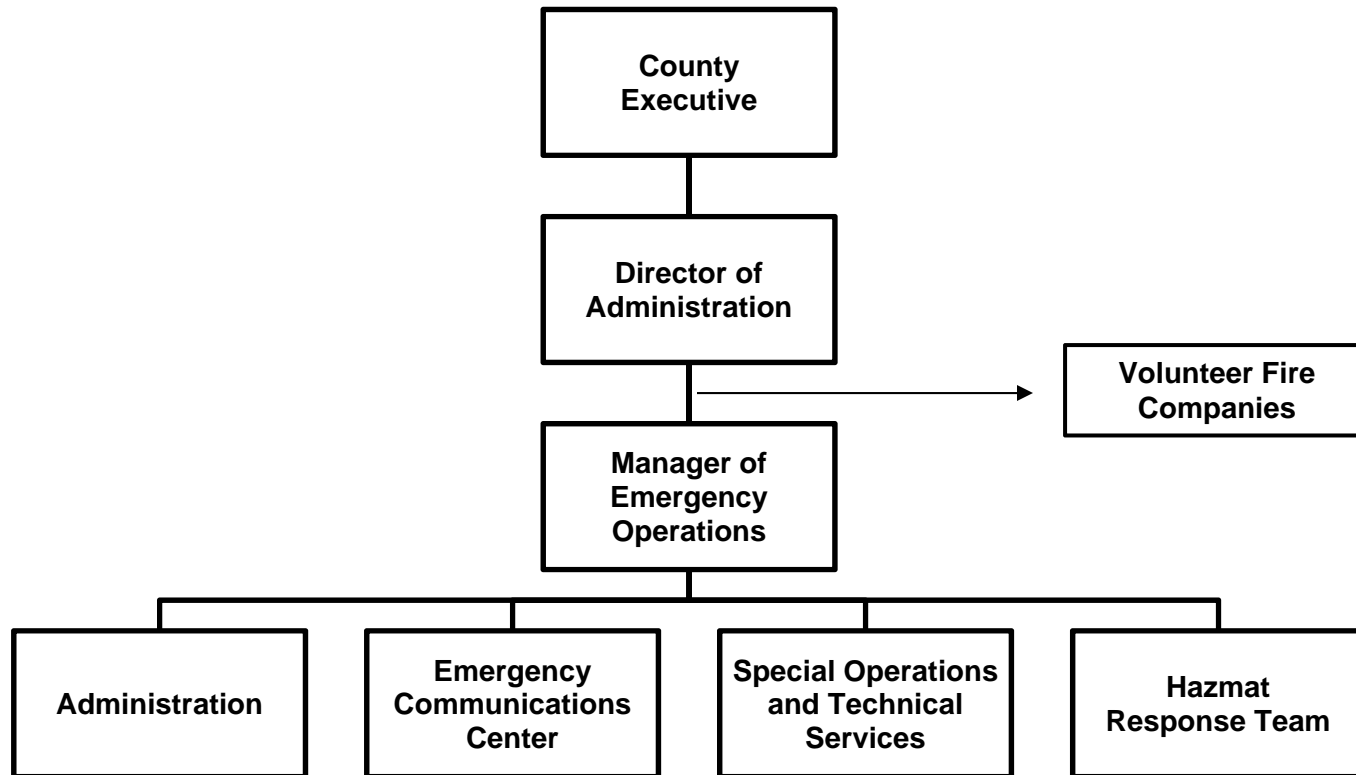
*\* Does not include County Match or Capital Projects*

The Sheriff's Office anticipates receiving Federal and State grant monies. Anticipated Federal grants will enable the Sheriff's Office to purchase much needed equipment as well as provide for human service programs. In particular, federal funds will provide the means to purchase and install computer mounts in agency patrol vehicles allowing the deputy to be more efficient and improve the overall safety of the vehicle operator. Anticipated State funds will allow the Sheriff's Office to assist the Boys & Girls Club to help disadvantaged youth to find a path to success that includes teaching critical life lessons, character development, team sports, and a healthy lifestyle through baseball & softball themed programs. Anticipated grant will also fund 7 positions that will concentrate efforts specifically in the service of summonses, warrants & writs of paternity, Aid to Families with Dependent Children and non-Aid to Families with Dependent Children child support cases and the data entry and tracking of each.

Sheriff's Office - Anticipated FY13 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Auto Theft Initiative	Grant funds the salary and partial benefit costs for a deputy to fill the opening created when a senior deputy is assigned to the Vehicle Theft Prevention Unit.		\$50,000			7/1/12 - 6/30/13	Recurring
Child Enforcement Administration Cooperative Reimbursement Agreement	This grant provides funding for 7 positions in the Sheriff's Office who concentrate their efforts specifically in the service of summonses, warrants & writs of paternity, AFDC and non-AFDC child support cases and the data entry and tracking of each. This grant funds basic Unit operating costs, advertising in newspapers of the deadbeat parents & training for Unit members.	\$510,624			\$292,277	10/1/12 - 9/30/13	Recurring
CrimeReports.com	This funding pays for the annual renewal to CrimeReports.com which provides software and services to law enforcement agencies to improve collaboration between the police and members of the local community to research crime in Harford County.		\$2,388			6/25/13 - 6/24/14	Recurring
Badges for Baseball	This funding allows the Sheriff's Office to assist the Boys & Girls Club of Harford County to help disadvantaged youth find a path to success that includes teaching critical life lessons, character development, team sports, and a healthy lifestyle through baseball & softball themed programs.		\$18,000			4/1/13 - 11/30/13	Recurring
STOP Gun Violence Reduction Grant - Cease Fire Council	This grant provides funding for the salary and partial benefits for one additional year for the deputy that was hired to fill the opening created when a senior deputy was assigned to the Violent Street Crimes Unit.		\$77,561			7/1/12 - 6/30/13	Recurring
Justice Assistance Grant	This funding will be used to purchase and install computer mounts in agency patrol vehicles allowing the deputy to be more efficient and improve the overall safety of the vehicle operator.	\$50,008				10/1/12 - 9/30/13	One-time
STOP Violence Against Women Act	This grant will supply overtime funding needed for the deputies to handle the required follow-up contacts, to investigate reported cases, to provide the victim with the services and protection needed, to prepare their cases for trial and to serve protective orders.	\$15,000			\$15,000	10/1/12 - 9/30/13	Recurring
Operation SAVED	This grant provides funding for patrol officers to work overtime to proactively seek out impaired and aggressive drivers in an effort to reduce the number of driving related injuries and fatalities in Harford County.		\$24,300			10/1/12 - 9/30/13	Recurring

Sheriff's Office - Anticipated FY13 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
School Bus Safety Enforcement	This grant provides overtime monies which allows the Sheriff's Office to fund a School Bus Safety Program. This program affords deputies the opportunity to ride on school buses in order to target and site drivers who illegally pass these school vehicles and enforce traffic laws.		\$10,000			8/1/12 - 6/30/13	One-time
Sex Offender & Compliance Enforcement in Maryland	This grant will allow funding for a part-time civilian position to conduct verifications and overtime for existing Sheriff's Office personnel who will assist in the compliance and verification of sex offenders registered with the Harford County Sheriff's Office Sex Offender Registration Program as mandated by Maryland law.		\$28,587			7/1/12 - 6/30/13	Recurring
Maryland Safe Streets	This grant will help to identify repeat offenders who are engaged in gun and drug crime; ensuring that social services and drug treatment programs are a part of the coalition to reduce recidivism, support victims, and improve offenders' chances of success.		\$226,641			7/1/12- 6/30/13	Recurring
Trauma Recognition and Coordination Grant	This grant will fund the salary and benefits for one full-time contractual civilian to coordinate the Juvenile Trauma Recognition Program	\$56,648				10/1/12- 9/30/13	Recurring
TOTALS		\$632,280	\$437,477	\$0	\$307,277		
<b>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH</b>	<b>\$1,069,757</b>						

# DEPARTMENT OF EMERGENCY OPERATIONS



## EMERGENCY OPERATIONS

### ORIGIN/PURPOSE:

County Council Bill #93-58 established the Division of Emergency Operations pursuant to Executive Order 89-1. This division is responsible for receiving and disseminating all emergency requests in Harford County for fire, EMS, rescue, hazardous materials, and police incidents.

Training is provided for all agency members to include the Dispatch Academy, In-Service training to all agency employees, supervisors and management training for all applicable staff members.

The division is the Emergency Management agency and primary Homeland Security Coordination agency for the County and is responsible for emergency plans including emergency plans for the Peach Bottom Atomic Power Station. It is responsible for all mitigation and preparedness response and recovery operations.

Additionally, Emergency Operations is responsible for response to hazardous materials incidents in the County and maintaining a fully equipped and operational HazMat Team.

### MISSION STATEMENT:

TO PROVIDE TIMELY, PROFESSIONAL, AND COMPASSIONATE EMERGENCY AND SUPPORT SERVICES FOR BOTH CITIZENS AND PUBLIC SAFETY PROVIDERS - ALL DAY, EVERY DAY IN AN EFFICIENT AND EFFECTIVE MANNER

### FY '12 - '13 KEY GOALS:

- 1 TO PROVIDE EMERGENCY MANAGEMENT AND HOMELAND SECURITY OVERSIGHT FOR HARFORD COUNTY BEFORE, DURING, AND AFTER BOTH NATURAL AND MAN-MADE EMERGENCIES OR DISASTERS THAT WILL REDUCE OR PREVENT THE LOSS OF LIFE, PROPERTY AND ECONOMIC WELL-BEING
- 2 TO EDUCATE HARFORD COUNTY CITIZENS ON THE PROPER USE OF EMERGENCY 911
- 3 TO PROVIDE AN EFFICIENT DISPATCH SYSTEM TO ASSURE CITIZENS ADEQUATE RESPONSE TO EMERGENCIES
- 4 TO ASSURE SERVICES WE OFFER MEET NEEDS AND EXPECTATIONS OF CITIZENS AND FIELD PROVIDERS
- 5 TO PROVIDE SUPPORT SERVICES FOR THOSE RESPONDING DIRECTLY TO PUBLIC SAFETY CALLS FOR ASSISTANCE
- 6 TO OFFER EFFECTIVE HAZMAT RESPONSE SERVICES

## EMERGENCY OPERATIONS

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	6,200,557	6,312,498	6,972,537	6,818,747	6,818,747
20	CONTRACTUAL SERVICES	2,609,024	2,832,001	5,470,414	6,199,325	6,199,325
30	SUPPLIES & MATERIALS	51,607	87,938	76,650	79,400	79,400
40	BUSINESS & TRAVEL	56,996	51,453	70,100	57,450	57,450
50	CAPITAL OUTLAY	2,092	59,088	3,000	3,000	3,000
70	MISCELLANEOUS	8,776,533	8,808,112	6,446,600	6,567,879	6,567,879
80	INTER-GOVERNMENTAL	26,460	26,460	0	0	0
	<b>GRAND TOTAL</b>	<b><u>17,723,269</u></b>	<b><u>18,177,550</u></b>	<b><u>19,039,301</u></b>	<b><u>19,725,801</u></b>	<b><u>19,725,801</u></b>

### **SUMMARY BY FUND:**

11	GENERAL	<u>17,723,269</u>	<u>18,177,550</u>	<u>19,039,301</u>	<u>19,725,801</u>	<u>19,725,801</u>
	<b>GRAND TOTAL</b>	<b><u>17,723,269</u></b>	<b><u>18,177,550</u></b>	<b><u>19,039,301</u></b>	<b><u>19,725,801</u></b>	<b><u>19,725,801</u></b>

### **SUMMARY BY DIVISION:**

221000	ADMINISTRATION	804,520	887,048	3,228,700	3,919,113	3,919,113
222100	EMERGENCY COMMUNICATIONS CENTER	5,270,915	5,471,423	5,761,073	5,628,475	5,628,475
222200	SPECIAL OPERATIONS & SUPPORT SERVICES	2,500,735	2,594,510	2,931,152	3,066,284	3,066,284
223000	VOLUNTEER FIRE COMPANIES	8,896,017	8,932,060	6,809,642	6,809,642	6,809,642
225000	HAZMAT RESPONSE TEAM	<u>251,082</u>	<u>292,509</u>	<u>308,734</u>	<u>302,287</u>	<u>302,287</u>
	<b>GRAND TOTAL</b>	<b><u>17,723,269</u></b>	<b><u>18,177,550</u></b>	<b><u>19,039,301</u></b>	<b><u>19,725,801</u></b>	<b><u>19,725,801</u></b>

### **SUMMARY OF GRANT BUDGETS**

**123,237**

## EMERGENCY OPERATIONS

### FINANCIAL NOTES:

The \$686,500 net increase in funding for Emergency Operations is the result of:

	FY 12	FY 13	CHANGE																					
o	4,216,530	4,169,746	(46,784)	Full-Time Salaries																				
			48,678	Salary adjustments based on the recommendations of the Department of Human Resources																				
			(33,572)	Staff Turnover (0.80%)																				
			(61,890)	Offset - Two vacant Public Safety Dispatcher Probationary positions unfunded in FY 12 restored in FY 13																				
			<u>(46,784)</u>	in addition to offset available from the Emergency Performance Grant																				
o		164,812	164,812	Full Time Positions created previously funded by a grant:																				
				<table> <tr> <th># of Positions</th><th>Salary</th><th>Fringes</th><th>Total</th><th></th></tr> <tr> <td>1.00</td><td>50,000</td><td>14,313</td><td>64,313</td><td>Emergency Planner I</td></tr> <tr> <td>1.00</td><td>70,306</td><td>30,193</td><td>100,499</td><td>Emergency Planner II</td></tr> <tr> <td><u>2.00</u></td><td><u>120,306</u></td><td><u>44,506</u></td><td><u>164,812</u></td><td></td></tr> </table>	# of Positions	Salary	Fringes	Total		1.00	50,000	14,313	64,313	Emergency Planner I	1.00	70,306	30,193	100,499	Emergency Planner II	<u>2.00</u>	<u>120,306</u>	<u>44,506</u>	<u>164,812</u>	
# of Positions	Salary	Fringes	Total																					
1.00	50,000	14,313	64,313	Emergency Planner I																				
1.00	70,306	30,193	100,499	Emergency Planner II																				
<u>2.00</u>	<u>120,306</u>	<u>44,506</u>	<u>164,812</u>																					
o		31,108	28,526	Position transferred from Special Operations to Administration and upgraded to Administrator:																				
				<table> <tr> <th># of Positions</th><th>Salary</th><th>Fringes</th><th>Total</th><th></th></tr> <tr> <td>1.00</td><td>105,000</td><td>36,049</td><td>141,049</td><td>Administrator</td></tr> <tr> <td>(1.00)</td><td>(78,000)</td><td>(34,523)</td><td>(112,523)</td><td>Deputy Manager</td></tr> <tr> <td><u>0.00</u></td><td><u>27,000</u></td><td><u>1,526</u></td><td><u>28,526</u></td><td></td></tr> </table>	# of Positions	Salary	Fringes	Total		1.00	105,000	36,049	141,049	Administrator	(1.00)	(78,000)	(34,523)	(112,523)	Deputy Manager	<u>0.00</u>	<u>27,000</u>	<u>1,526</u>	<u>28,526</u>	
# of Positions	Salary	Fringes	Total																					
1.00	105,000	36,049	141,049	Administrator																				
(1.00)	(78,000)	(34,523)	(112,523)	Deputy Manager																				
<u>0.00</u>	<u>27,000</u>	<u>1,526</u>	<u>28,526</u>																					
o	205,570	0	(205,570)	One-Time FY 12 funds provided for 27th pay																				
o	934,311	986,952	52,641	Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage																				
o	541,868	385,055	(156,813)	Pension/Retirement rate adjustments per Treasury's estimates																				
o	418,000	438,000	20,000	Overtime - increase based on expense history																				
o	33,189	15,754	(17,435)	Workers' Compensation rate adjustments per Treasury's estimates																				
o	12,320	12,600	280	Life Insurance adjustments																				
o	91,850	92,700	850	Shift Differential - increase based on actual expense history																				
o	374,299	380,002	5,703	FICA adjustments																				

## EMERGENCY OPERATIONS

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	1,467,072	1,766,872	299,800	Communication Service - based on actual expenses and expected cost of contracts:
	FY 12	FY 13	Change	
	37,000	37,000	0	Nice Freedom Logging Recorder
	1,000	1,000	0	Headset Repairs
	1,171,772	1,471,772	300,000	Motorola Contract
	21,600	21,600	0	Pager Repair
	40,000	40,000	0	Auxiliary power for tower sites and other emergency equipment
	200	0	(200)	Administration Services
	15,500	15,500	0	Verizon VSSI PBX
	150,000	150,000	0	Subscriber Radio Maint.
	30,000	30,000	0	Radio repairs not covered under contract
	<u>1,467,072</u>	<u>1,766,872</u>	<u>299,800</u>	
o	47,100	47,100	0	Data Processing Hardware Maintenance:
	FY 12	FY 13	Change	
	24,000	24,000	0	UPS Contract
	14,000	14,000	0	Cisco Routers - based on expected IT needs
	9,100	9,100	0	Chart camera maintenance
	<u>47,100</u>	<u>47,100</u>	<u>0</u>	
o	339,605	339,605	0	Data Processing Software Maintenance - based on projected contract costs for FY 13:
	FY 12	FY 13	Change	
	750	750	0	EPD AQUA extended warranty
	33,000	33,000	0	ProQA software maintenance
	1,800	1,800	0	McAfee Virus subscription
	1,500	1,500	0	Gold Fluke Support
	8,000	8,000	0	ESRI GIS software maintenance
	600	600	0	Dish Satellite
	170,455	170,455	0	Interact (CAD) maintenance
	1,000	1,000	0	Scriptlogic software maintenance
	122,500	122,500	0	Pictometry license
	<u>339,605</u>	<u>339,605</u>	<u>0</u>	

## EMERGENCY OPERATIONS

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	58,899	76,899	18,000	Building /Custodial Services:
	FY 12	FY 13	Change	
	30,146	30,146	0	HVAC Maintenance
	7,015	25,015	18,000	Janitorial Services - Increase due to 24/7 operation needs daily cleaning
	1,700	1,700	0	Cintas Shredding
	14,438	14,438	0	Generator Maintenance
	600	600	0	Exterminator
	<u>53,899</u>	<u>71,899</u>	<u>18,000</u>	
o	13,000	18,261	5,261	Operating Equipment:
	FY 12	FY 13	Change	
	10,000	10,000	0	Generator and Tower Repairs - Special Ops
	1,280	1,280	0	SCBA Maintenance
	1,720	6,981	5,261	Other Hazmat Equipment - SCBA Maintenance and New Compressor Maintenance
	<u>13,000</u>	<u>18,261</u>	<u>5,261</u>	
o	12,000	5,000	(7,000)	Training Seminars, Courses - decrease based on actual expense history:
	FY 12	FY 13	Change	
	10,000	5,000	(5,000)	Critical training
	2,000	0	(2,000)	Hazmat training
	<u>12,000</u>	<u>5,000</u>	<u>(7,000)</u>	
o	10,900	11,400	500	Other Supplies & Materials:
	FY 12	FY 13	Change	
	600	600	0	Bar Code Supplies
	600	600	0	Maps
	3,253	3,253	0	Cardsets and training academy supplies
	1,000	1,000	0	Education materials
	500	500	0	Headsets for new dispatchers
	2,000	2,000	0	Training Academy
	547	547	0	Job Fair Supplies - for dispatcher recruiting
	1,200	1,700	500	Administration supplies - based on actual expense history
	1,200	1,200	0	Hazmat Supplies
	<u>10,900</u>	<u>11,400</u>	<u>500</u>	
o	3,000	3,000	0	Equipment - Emergency Service Sirens to alert citizens of dangerous conditions

## EMERGENCY OPERATIONS

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	88,382	90,882	2,500	Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change	
	10,562	12,512	1,950	Office Equipment
	4,000	4,200	200	Heating Fuel (Gas)
	6,700	7,500	800	Heating Fuel (Oil)
	18,920	23,670	4,750	Other Professional Services - Dispatch Consultant Services
	1,500	1,000	(500)	Grounds Maintenance
	2,800	1,500	(1,300)	Security Systems
	5,500	9,500	4,000	General Office Supplies
	200	0	(200)	Duplicating Machine Supplies
	800	0	(800)	Other Postage Expense
	2,500	3,700	1,200	Equipment Repair Parts
	4,000	2,000	(2,000)	Small Tools
	350	0	(350)	Building Supplies
	500	1,000	500	Sand, Salt & Other Bulk De-Icers
	15,300	17,300	2,000	Fuel Charges
	2,100	1,500	(600)	Non-Targeted Charges-FVS
	3,600	1,600	(2,000)	Mileage
	5,400	2,900	(2,500)	Meals
	3,650	1,000	(2,650)	Membership Fees & Dues
	<u>88,382</u>	<u>90,882</u>	<u>2,500</u>	
o	6,114,764	6,114,764	0	Payments to Volunteer Fire Companies - the companies, realizing the current fiscal climate, agreed to no increase in their operating funds over the FY 12 level
o	2,247,814	2,647,814	400,000	Emergency Medical Services (EMS) Foundation Funding - increase based on actual expense history
o	1,958	123,237	121,279	County Match Transfer Out - increase for Emergency Management Performance Grant (EMPG) Match
o	375,000	375,000	0	Other Insurance - Worker's Compensation for Volunteer Fire Companies
o	50,000	50,000	0	Grant - Shock Trauma Capital Campaign Contribution
o	269,878	269,878	0	Volunteer Fire Company Support Services

# DEPARTMENT STAFF SUMMARY

## DEPARTMENT: EMERGENCY SERVICES

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	33,100	0.00	0	0.00	0
Administrative Assistant II	1.00	52,599	1.00	52,599	1.00	52,599
Administrative Budget Technician II	1.00	50,513	1.00	62,004	1.00	62,004
Administrator	0.00	0	0.00	0	1.00	105,000
Computer System Engineer I	2.00	97,663	2.00	97,663	2.00	97,663
Computer System Engineer IV	1.00	70,314	1.00	70,314	1.00	70,314
Deputy Manager, Emergency Operations	2.00	164,766	2.00	164,766	1.00	86,766
Electronic Services Technician	2.00	101,813	2.00	101,813	2.00	101,813
Emergency Planner I	0.00	0	0.00	0	1.00	50,000
Emergency Planner II	0.00	0	0.00	0	1.00	70,306
Grants Coordinator	0.00	0	1.00	68,700	1.00	65,436
Manager, Emergency Services	1.00	114,334	1.00	105,000	1.00	105,000
Public Safety Dispatcher, Probationary	0.00	0	11.00	276,655	7.00	211,400
Public Safety Dispatcher I	14.00	463,400	4.00	132,400	6.00	198,600
Public Safety Dispatcher II	15.00	559,500	11.00	410,300	13.00	484,900
Public Safety Dispatcher III	31.00	1,401,163	33.00	1,484,597	33.00	1,487,822
Public Safety Hazmat Manager	1.00	48,316	1.00	48,316	1.00	48,316
Public Safety Manager	3.00	204,112	3.00	204,112	3.00	204,112
Public Safety Shift Manager	3.00	208,292	3.00	208,292	3.00	208,292
Public Safety Supervisor	12.00	685,099	13.00	728,999	13.00	728,999
<b>FULL-TIME SALARIES</b>	91.00	4,254,984	90.00	4,216,530	92.00	4,439,342
<b>SALARY OFFSET</b>		0		0		(122,290)
<b>TOTAL FULL-TIME SALARIES</b>		4,254,984		4,216,530		4,317,052
<b>TEMPORARY SALARIES</b>		139,813		144,600		144,600
<b>SALARY TOTAL</b>	<b>91.00</b>	<b>4,394,797</b>	<b>90.00</b>	<b>4,361,130</b>	<b>92.00</b>	<b>4,461,652</b>

# DEPARTMENT STAFF SUMMARY

## DEPARTMENT: EMERGENCY SERVICES

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		344,947		541,868		395,193
Workers' Compensation		26,289		33,189		16,117
Health Benefits		895,814		934,311		1,010,935
Overtime & Shift Differential		520,650		509,850		530,700
FICA		375,565		374,299		391,270
Miscellaneous		12,600		12,320		12,880
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>2,175,865</b>		<b>2,405,837</b>		<b>2,357,095</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>205,570</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>91.00</b>	<b>6,570,662 *</b>	<b>90.00</b>	<b>6,972,537</b>	<b>92.00</b>	<b>6,818,747</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: EMERGENCY OPERATIONS****DIVISION: Administration****INDEX: 221000****ORIGIN/PURPOSE:**

The Administration of the Division of Emergency Operations oversees the County's Emergency Communications Center including County Public Safety Answering Point (PSAP), the Hazardous Material Response Team, and Emergency Management and Division Support Services.

Responsibilities include the overall direction and administration of all Emergency Operations activities/programs.

**FY '12 - '13 GOALS:**

- 1 TO PROVIDE EMERGENCY MANAGEMENT AND HOMELAND SECURITY OVERSIGHT FOR HARFORD COUNTY BEFORE, DURING, AND AFTER BOTH NATURAL AND MAN-MADE EMERGENCIES OR DISASTERS THAT WILL REDUCE OR PREVENT THE LOSS OF LIFE, PROPERTY AND ECONOMIC WELL-BEING
- 2 TO EDUCATE HARFORD COUNTY CITIZEN'S ON THE PROPER USE OF EMERGENCY 911

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	363,917	291,446	630,055	780,178	780,178
20	CONTRACTUAL SERVICES	276,558	400,112	2,561,595	2,980,995	2,980,995
30	SUPPLIES & MATERIALS	15,697	25,209	19,100	18,600	18,600
40	BUSINESS & TRAVEL	20,588	16,751	17,950	17,050	17,050
70	MISCELLANEOUS	110,000	135,770	0	122,290	122,290
80	INTER-GOVERNMENTAL/INTER-FUND EXP	17,760	17,760	0	0	0
	<b>GRAND TOTAL</b>	<b>804,520</b>	<b>887,048</b>	<b>3,228,700</b>	<b>3,919,113</b>	<b>3,919,113</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>804,520</b>	<b>887,048</b>	<b>3,228,700</b>	<b>3,919,113</b>	<b>3,919,113</b>

**DEPARTMENT: EMERGENCY OPERATIONS****DIVISION: Administration****INDEX: 221000****FINANCIAL NOTES:**

The \$690,413 net increase in funding for Emergency Operations - Administration is the result of:

	FY 12	FY 13	CHANGE	
o	433,404	307,850	(125,554)	Full-time Salaries
			(3,264)	Staff Turnover (0.75%)
			(122,290)	Offset - available from the Emergency Management Performance Grant
			<u>(125,554)</u>	
o		164,812	164,812	Full - Time positions created, previously funded by a grant:
				# of Positions Salary Fringes Total
				1.00 50,000 14,313 64,313
				1.00 70,306 30,193 100,499
				<u>2.00 120,306 44,506 164,812</u>
o		141,049	141,049	Position transferred from Special Operations # 222200:
				# of Positions Salary Fringes Total
				1.00 105,000 36,049 141,049
				Administrator
o	19,215	0	(19,215)	One-Time FY 12 funds provided for 27th pay
o	74,862	71,078	(3,784)	Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	56,343	38,712	(17,631)	Pension/Retirement rate adjustments per Treasury's estimates
o	5,000	15,000	10,000	Overtime - increase based on actual expense history
o	200	1,000	800	Shift Differential - increase based on actual expense history
o	6,194	5,706	(488)	Workers' Compensation rate adjustments per Treasury's estimates
o	33,997	34,131	134	FICA adjustments
o	2,247,814	2,647,814	400,000	Emergency Medical Services (EMS) Foundation funding - increased based on actual expense history
o	0	122,290	122,290	County Match/Transfer Out - Emergency Management Performance Grant (EMPG) match; offset Full-Time salaries

**DEPARTMENT: EMERGENCY OPERATIONS****DIVISION: Administration****INDEX: 221000****FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	53,899	71,899	18,000	Building/Custodial Services:
	FY 12	FY 13	Change	
	30,146	30,146	0	HVAC Maintenance
	7,015	25,015	18,000	Janitorial Services - Increase due to 24/7 operation needs daily cleaning
	1,700	1,700	0	Cintas Shredding
	14,438	14,438	0	Generator Maintenance
	600	600	0	Exterminator
	53,899	71,899	18,000	
o	34,562	34,612	50	Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change	
	10,562	12,512	1,950	Office Equipment
	4,000	4,200	200	Heating Fuel (Gas)
	6,700	7,500	800	Heating Fuel (Oil)
	200	0	(200)	Communication Service
	2,800	1,500	(1,300)	Security Systems
	200	0	(200)	Duplicating Machine Supplies
	800	0	(800)	Other Postage Expense
	100	300	200	Equipment Repair Parts
	100	0	(100)	Audio Visual Supplies
	100	0	(100)	Building Supplies
	500	1,000	500	Sand, Salt & Other De-Icers
	3,800	4,800	1,000	Fuel Charges
	3,500	2,000	(1,500)	Meals
	1,200	800	(400)	Membership Fees & Dues
	34,562	34,612	50	

# DIVISION STAFF SUMMARY

DEPARTMENT: EMERGENCY SERVICES  
DIVISION: ADMINISTRATION

Index No. 221000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrator	0.00	0	0.00	0	1.00	105,000 A
Administrative Assistant I	2.00	33,100	0.00	0	0.00	0
Administrative Assistant II	1.00	52,599	1.00	52,599	1.00	52,599
Administrative Budget Technician II	1.00	50,513	1.00	62,004	1.00	62,004
Deputy Manager, Emergency Operations	1.00	86,766	1.00	86,766	1.00	86,766
Emergency Planner I	0.00	0	0.00	0	1.00	50,000 B
Emergency Planner II	0.00	0	0.00	0	1.00	70,306 C
Grants Coordinator	0.00	0	1.00	68,700	1.00	65,436
Manager, Emergency Services	1.00	114,334	1.00	105,000	1.00	105,000
Public Safety Supervisor	1.00	58,335	1.00	58,335	1.00	58,335
<b>FULL-TIME SALARIES</b>	7.00	395,647	6.00	433,404	9.00	655,446
<b>SALARY OFFSET</b>		0		0		(122,290) D
<b>TOTAL FULL-TIME SALARIES</b>	<b>7.00</b>	<b>395,647</b>	<b>6.00</b>	<b>433,404</b>	<b>9.00</b>	<b>533,156</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		32,443		56,343		58,990
Workers' Compensation		7,020		6,194		6,225
Health Benefits		52,132		74,862		113,181
Overtime & Shift Differential		0		5,200		16,000
FICA		29,800		33,997		51,366
Miscellaneous		840		840		1,260
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>122,235</b>		<b>177,436</b>		<b>247,022</b>
<b>TOTAL 27TH PAY COST</b>		0		19,215		0
<b>TOTAL PERSONAL SERVICES</b>	<b>7.00</b>	<b>517,882 *</b>	<b>6.00</b>	<b>630,055</b>	<b>9.00</b>	<b>780,178</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Deputy Manager, Emergency Operations position transferred from Special Operations to Administration & reclassified to Administrator - #1270

B - One (1) Emergency Planner I position created due to grant ending - # 3586

C - One (1) Emergency Planner II position created due to grant ending - # 3585

D - Salary Offset available from the Emergency Management Performance Grant

**DEPARTMENT: EMERGENCY OPERATIONS****DIVISION: Emergency Communications Center****INDEX: 222100****ORIGIN/PURPOSE:**

The Emergency Communications Center staff answers all emergency fire, ambulance, and police calls. Dispatchers handle requests for fire, ambulance, and law enforcement assistance.

It is the County's primary answering point for the National Warning System. The staff is responsible for disseminating information to essential officials during a National, State, or Local emergency; provides support services for County volunteer fire and ambulance personnel; and utilizes Emergency Medical Dispatch, Emergency Fire Dispatch, Emergency Police Dispatch, as well as Computer Aided Dispatch.

Law Enforcement Service providers include the Harford County Sheriff's Office, the Bel Air, Havre de Grace, Aberdeen, and Aberdeen Proving Ground Police Departments as well as the Bel Air and JFK Barracks of the Maryland State Police.

**FY '12 - '13 GOALS:**

- 3 TO PROVIDE EFFICIENT DISPATCH SYSTEM TO ASSURE CITIZENS ADEQUATE RESPONSE TO EMERGENCIES
- 4 TO ASSURE SERVICES WE OFFER MEET NEEDS AND EXPECTATIONS OF CITIZENS AND FIELD PROVIDERS

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	4,715,350	4,956,178	5,186,273	5,053,675	5,053,675
20	CONTRACTUAL SERVICES	536,936	489,361	545,475	549,725	549,725
30	SUPPLIES & MATERIALS	6,661	11,446	9,500	11,500	11,500
40	BUSINESS & TRAVEL	12,039	14,438	19,825	13,575	13,575
70	MISCELLANEOUS	(71)	0	0	0	0
	<b>GRAND TOTAL</b>	<b>5,270,915</b>	<b>5,471,423</b>	<b>5,761,073</b>	<b>5,628,475</b>	<b>5,628,475</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>5,270,915</b>	<b>5,471,423</b>	<b>5,761,073</b>	<b>5,628,475</b>	<b>5,628,475</b>

**DEPARTMENT: EMERGENCY OPERATIONS****DIVISION: Emergency Communications Center****INDEX: 222100****FINANCIAL NOTES:**

The (\$132,598) net decrease in funding for Emergency Operations - Emergency Communications Center is the result of:

	FY 12	FY 13	CHANGE	
o	3,109,969	3,188,739	78,770	Full-Time Salaries
			48,678	Salary adjustments based on the recommendations of the Department of Human Resources
			(30,308)	Staff Turnover (0.97%)
			60,400	Offset - Restoration of funding for two vacant Public Safety Dispatcher Probationary positions
			<u>78,770</u>	
o	150,940	0	(150,940)	One-Time FY 12 funds provided for 27th pay
o	707,582	764,212	56,630	Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	404,296	286,987	(117,309)	Pension/Retirement rate adjustments per Treasury's estimates
o	23,388	7,334	(16,054)	Workers' Compensation rate adjustments per Treasury's estimates
o	9,940	10,220	280	Life Insurance - restoration of funding for two Public Safety Dispatcher Probationary positions that were unfunded in FY 12
o	277,158	283,183	6,025	FICA adjustments
o	370,000	380,000	10,000	Overtime - increase based on actual expense history
o	53,500	53,500	0	Communication Service:
	FY 12	FY 13	Change	
	37,000	37,000	0	Nice Freedom Logging Recorder - formerly Dictaphone
	1,000	1,000	0	Headset Repairs
	15,500	15,500	0	Verizon/VSSI - PBX contract
	<u>53,500</u>	<u>53,500</u>	<u>0</u>	

**DEPARTMENT: EMERGENCY OPERATIONS****DIVISION: Emergency Communications Center****INDEX: 222100****FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	13,350	8,600	(4,750)	Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change	
	500	0	(500)	Grounds Maintenance
	0	1,000	1,000	General Office Supplies
	0	1,000	1,000	Equipment Repair Parts
	400	800	400	Non-Targeted Charges
	0	600	600	Professional Books
	2,450	200	(2,250)	Membership Fees & Dues - mandatory reaccreditation fees
	10,000	5,000	(5,000)	Training Seminars, Courses
	<u>13,350</u>	<u>8,600</u>	<u>(4,750)</u>	
o	0	4,750	4,750	Other Professional Services - for dispatch consulting services

# **DIVISION STAFF SUMMARY**

**DEPARTMENT: EMERGENCY SERVICES**

**DIVISION: EMERGENCY COMMUNICATIONS CENTER**

**Index No. 222100**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Public Safety Dispatcher, Probationary	0.00	0	11.00	276,655	7.00	211,400 A
Public Safety Dispatcher I	14.00	463,400	4.00	132,400	6.00	198,600 B
Public Safety Dispatcher II	15.00	559,500	11.00	410,300	13.00	484,900 C
Public Safety Dispatcher III	31.00	1,401,163	33.00	1,484,597	33.00	1,487,822 D
Public Safety Manager	1.00	64,229	1.00	64,229	1.00	64,229
Public Safety Shift Manager	3.00	208,292	3.00	208,292	3.00	208,292
Public Safety Supervisor	9.00	489,596	10.00	533,496	10.00	533,496
<b>TOTAL FULL-TIME SALARIES</b>	<b>73.00</b>	<b>3,186,180</b>	<b>73.00</b>	<b>3,109,969</b>	<b>73.00</b>	<b>3,188,739</b>
<b>TEMPORARY SALARIES</b>		<b>38,213</b>		<b>43,000</b>		<b>43,000</b>
<b>SALARY TOTAL</b>	<b>73.00</b>	<b>3,224,393</b>	<b>73.00</b>	<b>3,152,969</b>	<b>73.00</b>	<b>3,231,739</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		261,267		404,296		286,987
Workers' Compensation		14,264		23,388		7,334
Health Benefits		719,682		707,582		764,212
Overtime & Shift Differential		470,000		460,000		470,000
FICA		282,621		277,158		283,183
Miscellaneous		10,220		9,940		10,220
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>1,758,054</b>		<b>1,882,364</b>		<b>1,821,936</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>150,940</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>73.00</b>	<b>4,982,447 *</b>	<b>73.00</b>	<b>5,186,273</b>	<b>73.00</b>	<b>5,053,675</b>

**\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) vacant Public Safety Dispatcher I position filled as a Public Safety Dispatcher Probationary - # 3081

Three (3) vacant Public Safety Dispatcher III positions filled as Public Safety Dispatcher Probationary - # 2821, 3083 and 3194

B - Six (6) Public Safety Dispatcher Probationary promoted to Public Safety Dispatcher I - # 1462, 0074, 3305, 2452, 2825 and 3015

C - Three (3) Public Safety Dispatcher I promoted to Public Safety Dispatcher II - # 1466, 3306 and 3307

Two (2) Public Safety Dispatcher Probationary promoted to Public Safety Dispatcher II - # 3196 and 0076

D - Three (3) Public Safety Dispatcher II promoted to Public Safety Dispatcher III - # 1725, 0329, 3261

## EMERGENCY OPERATIONS OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide an efficient dispatch system to ensure an adequate response to emergencies.

### **Department Objective**

To offer correct pre- and post-dispatch instructions to emergency callers.

### **County Goal(s) Supported**

I. Public Safety

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Minimum number of positions to staff (three shifts)	29	29	29	32	32
<b><u>Output:</u></b>					
Total number of 911 calls processed	104,473	106,801	108,865	110,000	112,000
Total number of Emergency Police dispatches (CI)	49,284	47,681	45,272	46,000	47,000
Total number of Emergency Medical Service/Fire dispatches	23,086	24,102	24,742	28,500	28,500
<b><u>Efficiency:</u></b>					
Number of Emergency Medical dispatch calls per minimum position	2,496	2,475	2,414	2,328	2,500
Percent of incoming 911 calls requiring Emergency dispatch	20.8%	23.1%	23.3%	23.3%	24.0%
<b><u>Service Quality:</u></b>					
Number of Emergency Medical Service calls reviewed by Quality Assurance	3,618	3,625	3,620	3,600	4,000
<b><u>Outcome:</u></b>					
Percent of calls scoring above 95 percentile in QA Review	98.2%	99.0%	99.0%	99.0%	99.0%
Percent of calls scoring above 75 percentile in QA Review	99.5%	99.5%	99.7%	99.7%	99.7%

### **Explanation and Analysis of Performance Measures**

Total calls requiring Emergency Medical Dispatch calculated from CAD dispatch stats.

## EMERGENCY OPERATIONS OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To assure services we offer meet the needs and expectations of citizens and field providers.

### **Department Objective**

To ensure prompt and courteous responses to incoming telephone calls.

### **County Goal(s) Supported**

I. Public Safety

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Average number of Staff	57	63	65	69	73
<b><u>Output:</u></b>					
Number of calls received in Communications Center	293,241	283,439	287,605	290,000	292,000
Number of calls handled in 0-5 seconds	223,449	253,226	274,917	285,000	287,000
<b><u>Efficiency:</u></b>					
Number of calls per position per year	5,145	4,499	4,425	4,203	4,000
<b><u>Service Quality:</u></b>					
Number of Internal Investigations	70	58	33	30	30
<b><u>Outcome:</u></b>					
Percent of calls handled in 0-5 seconds	76.2%	89.3%	95.6%	98.3%	98.3%
Ratio of citizen complaints to calls received	1: 4,189	1: 4,886	1: 8,331	1: 9,500	1: 9,500

### **Explanation and Analysis of Performance Measures**

In order to ensure prompt and courteous responses to citizens, we must monitor the number of calls received, the speed with which they were answered, and the number of citizen complaints received.

## EMERGENCY OPERATIONS OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To educate Harford County citizens on the proper use of 911.

### **Department Objective**

To increase the citizens educated by the public education program

### **County Goal(s) Supported**

I. Public Safety

II. Education

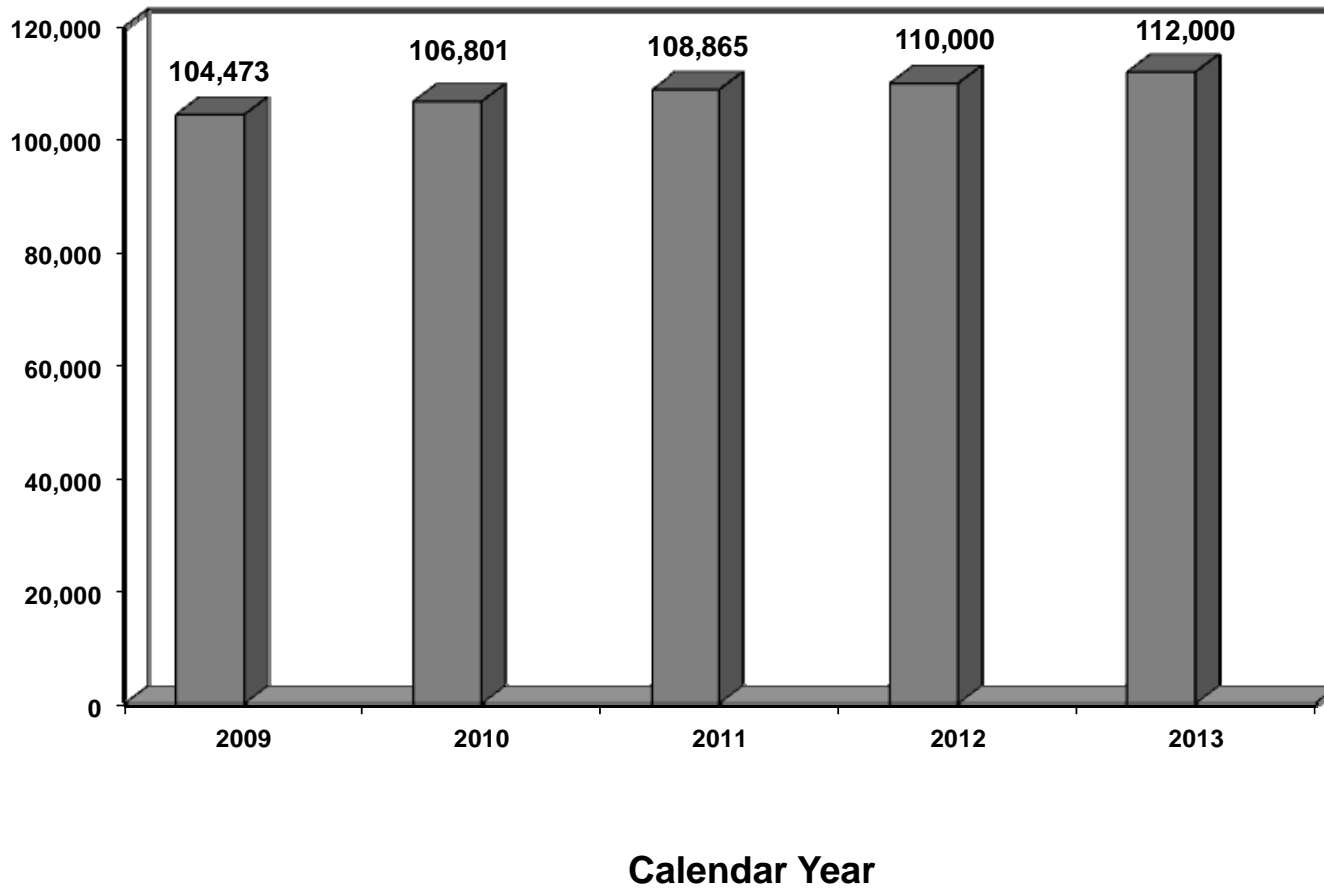
Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated (Dollars allocated includes 911 Education Program materials, overtime costs, & tent rental for Farm Fair)	\$3,000	\$1,752	\$1,000	\$5,000	\$5,000
Number of staff hours used	22	20	226	350	350
<b><u>Output:</u></b>					
Number of events held to train citizens	10	9	28	75	80
<b><u>Efficiency:</u></b>					
Number of Staff Hours per event	2.20	2.22	8.07	4.67	4.38
<b><u>Service Quality:</u></b>					
Number of 911 Public Education training sessions requested	31	36	40	75	75
Percentage of requested training sessions that were completed	35%	55%	70%	100%	100%
<b><u>Outcome:</u></b>					
Total number of incoming calls to 911 Center	104,473	106,801	108,865	110,000	120,000
Total number of abandoned calls to 911 Center	13,095	12,323	12,314	15,000	15,000
Percentage of calls that are abandoned	13%	12%	11%	14%	13%

### **Explanation and Analysis of Performance Measures**

In order to provide the best 911 center for our citizens, we must educate our school age children. We can accomplish this through school education, providing tours, etc. Part of this effort includes educating citizens not to abandon 911 calls. Through these efforts, we hope to lower the percentage of calls that are abandoned.

\*Note: Actual 2009, Output for Projected 2010 and Goal 2011 reduced due to decrease in budget allocation for the 911 Education Program.

# EMERGENCY OPERATIONS 911 CALLS FOR SERVICE



**DEPARTMENT: EMERGENCY OPERATIONS**

**DIVISION: Special Operations and Technical Services**

**INDEX: 222200**

**ORIGIN/PURPOSE:**

The Special Operations and Technical Services staff provides support for all areas of communication, information technology and Hazmat Response as well as the County's Mobile Communication Unit.

Special Operations is responsible for implementation of and recordkeeping associated with the Superfund Amendments and Reauthorization Act (SARA) Title III Law. This law mandates reporting of certain chemical inventories and regulates the responsibility of local jurisdictions pertaining to Hazardous Material Response and Community Right-to-Know planning.

SARA Title III, acts as the administrative arm of the Local Emergency Planning Committee (LEPC). Approximately 180 facilities in Harford County report to this committee. Site inspection of selected facilities, that report under SARA Title III, are conducted by this agency.

The Technical Services staff provides / maintains the operations and maintenance of the radio system infrastructures (including mobile and portable radios, pagers, mobile data equipment) and computer network and specialized software (Computer Aided Dispatch, Message Switch, etc.).

**FY '12 - '13 GOALS:**

- 5 TO PROVIDE SUPPORT SERVICES FOR THOSE RESPONDING DIRECTLY TO PUBLIC SAFETY CALLS FOR ASSISTANCE

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	933,629	866,980	945,083	780,215	780,215
20	CONTRACTUAL SERVICES	1,544,637	1,638,176	1,971,594	2,271,594	2,271,594
30	SUPPLIES & MATERIALS	7,043	18,147	6,500	6,500	6,500
40	BUSINESS & TRAVEL	4,634	3,419	4,975	4,975	4,975
50	CAPITAL OUTLAY	2,092	59,088	3,000	3,000	3,000
80	INTERGOVERNMENTAL	8,700	8,700	0	0	0
	<b>GRAND TOTAL</b>	<b>2,500,735</b>	<b>2,594,510</b>	<b>2,931,152</b>	<b>3,066,284</b>	<b>3,066,284</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>2,500,735</b>	<b>2,594,510</b>	<b>2,931,152</b>	<b>3,066,284</b>	<b>3,066,284</b>

**DEPARTMENT: EMERGENCY OPERATIONS****DIVISION: Special Operations and Technical Services****INDEX: 222200****FINANCIAL NOTES:**

The \$135,132 net increase in funding for Emergency Operations - Special Operations and Support Services is the result of:

	FY 12	FY 13	CHANGE
o		(112,523)	(112,523) One (1) Deputy Manager position transferred out to Administration and upgraded to an Administrator: # of Positions                      Salary                      Fringes                      Total (1.00)                      (78,000)                      (34,523)                      (112,523)
o	29,113	0	(29,113) One-Time FY 12 funds provided for 27th pay
o	137,150	136,935	(215) Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	2,481	1,414	(1,067) Workers' Compensation rate adjustments per Treasury's estimates
o	81,229	59,356	(21,873) Pension/Retirement rate adjustments per Treasury's estimates
o	1,413,372	1,713,372	300,000 Communication Service - based on anticipated cost of contract : FY 12                      FY 13                      Change 1,171,772                      1,471,772                      300,000                      Motorola Radio Maintenance Contract 21,600                      21,600                      0                      Pager repairs 40,000                      40,000                      0                      Auxiliary power for tower sites and other emergency equipment 150,000                      150,000                      0                      Subscriber radio maintenance 30,000                      30,000                      0                      Radio repairs not covered by contract <u>1,413,372</u> <u>1,713,372</u> <u>300,000</u>

**DEPARTMENT: EMERGENCY OPERATIONS****DIVISION: Special Operations and Technical Services****INDEX: 222200****FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	47,100	47,100	0	Data Processing Hardware Maintenance:
	FY 12	FY 13	Change	
	24,000	24,000	0	UPS Contract - increase partially due to added tower sites
	14,000	14,000	0	Cisco Router/Switcher/Firewalls
	9,100	9,100	0	EOC Server Maintenance
	<u>47,100</u>	<u>47,100</u>	<u>0</u>	
o	339,605	339,605	0	Data Processing Software Maintenance - all changes based on projected contract costs for FY 13:
	FY 12	FY 13	Change	
	1,000	1,000	0	Scriptlogic software maint. - due to expected IT needs
	750	750	0	EPD AQUA extended warranty
	33,000	33,000	0	ProQA software maintenance
	1,800	1,800	0	McAfee Virus Subscription
	1,500	1,500	0	Gold Fluke Support for existing network
	8,000	8,000	0	ESRI GIS software maintenance
	600	600	0	Dish Satellite
	170,455	170,455	0	Interact (CAD) maintenance
	122,500	122,500	0	Pictometry software license
	<u>339,605</u>	<u>339,605</u>	<u>0</u>	
o	3,000	3,000	0	Equipment - Emergency Services Sirens to alert citizens of dangerous conditions

# **DIVISION STAFF SUMMARY**

**DEPARTMENT: EMERGENCY SERVICES**

**DIVISION: SPECIAL OPERATIONS AND TECHNICAL SERVICES**

**Index No. 222200**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Computer System Engineer I	2.00	97,663	2.00	97,663	2.00	97,663
Computer System Engineer IV	1.00	70,314	1.00	70,314	1.00	70,314
Deputy Manager, Emergency Operations	1.00	78,000	1.00	78,000	0.00	0 A
Electronic Services Technician	2.00	101,813	2.00	101,813	2.00	101,813
Public Safety Manager	2.00	139,883	2.00	139,883	2.00	139,883
Public Safety Supervisor	2.00	137,168	2.00	137,168	2.00	137,168
<b>SALARY TOTAL</b>	<b>10.00</b>	<b>624,841</b>	<b>10.00</b>	<b>624,841</b>	<b>9.00</b>	<b>546,841</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		51,237		81,229		49,216
Workers' Compensation		3,449		2,481		1,258
Health Benefits		111,149		137,150		118,815
Overtime & Shift Differential		20,500		19,500		19,500
FICA		49,369		49,369		43,325
Miscellaneous		1,400		1,400		1,260
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>237,104</b>		<b>291,129</b>		<b>233,374</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>29,113</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>10.00</b>	<b>861,945 *</b>	<b>10.00</b>	<b>945,083</b>	<b>9.00</b>	<b>780,215</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Deputy Manager, Emergency Operations position transferred from Special Operations to Administration & reclassified to Administrator - # 1270

**DEPARTMENT: EMERGENCY OPERATIONS****DIVISION: Volunteer Fire Companies****INDEX: 223000****ORIGIN/PURPOSE:**

The Volunteer Fire and Ambulance Companies in Harford County respond to all fire, ambulance, and rescue incidents occurring within County boundaries and, upon request, respond to emergency situations in neighboring jurisdictions. Harford County is one of the largest counties in the United States to still maintain an all volunteer status.

In accordance with Chapter 1, Section 33, of the Harford County Code and in recognition of this dedicated volunteer service, and in as much as this service represents a substantial savings to Harford County and its residents, funds are provided through this budgetary account to support the Association of the Volunteer Fire & Emergency Medical Services of Harford County, Inc.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
20	CONTRACTUAL SERVICES	236,265	271,499	375,000	375,000	375,000
70	MISCELLANEOUS	8,659,752	8,660,561	6,434,642	6,434,642	6,434,642
<b>GRAND TOTAL</b>		<b>8,896,017</b>	<b>8,932,060</b>	<b>6,809,642</b>	<b>6,809,642</b>	<b>6,809,642</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	8,896,017	8,932,060	6,809,642	6,809,642	6,809,642

**DEPARTMENT: EMERGENCY OPERATIONS****DIVISION: Volunteer Fire Companies****INDEX: 223000****FINANCIAL NOTES:**

There is no change in funding for Emergency Operations - Volunteer Fire Companies:

	FY 12	FY 13	CHANGE		
o	375,000	375,000	0 Other Insurance - Worker's Compensation Insurance		
o	6,114,764	6,114,764	0 Funds provided to each Fire Company:		
		FY 12	FY 13	Change	
		Bel Air	911,182	911,182	0
		Abingdon	760,279	760,279	0
		Joppa	724,668	724,668	0
		Aberdeen	639,532	639,532	0
		Susquehanna	394,598	394,598	0
		HDG Ambulance	219,284	219,284	0
		Jarrettsville	466,444	466,444	0
		Fallston	482,374	482,374	0
		Darlington	382,929	382,929	0
		Whiteford	371,722	371,722	0
		Level	403,448	403,448	0
		Norrisville	358,304	358,304	0
			<u>6,114,764</u>	<u>6,114,764</u>	<u>0</u>
o	50,000	50,000	0 Grant to Shock Trauma Capital Campaign		
o	42,000	42,000	0 Funds included for fire/rescue and EMT trainee program for high school seniors to be paid to Maryland Fire and Rescue Institute (MFRI)		
o	227,878	227,878	0 Funds provided for support services:		
		FY 12	FY 13	Change	
		Fire Training	8,010	8,010	0
		Administration	13,734	13,734	0
		Safety	1,144	1,144	0
		Fire Prevention	19,456	19,456	0
		EMS Ops & Training	57,222	57,222	0
		Recruitment	12,590	12,590	0
		Immunizations	5,722	5,722	0
		Technical Rescue Team	110,000	110,000	0
			<u>227,878</u>	<u>227,878</u>	<u>0</u>

**DEPARTMENT: EMERGENCY OPERATIONS****DIVISION: Hazardous Materials Response Team****INDEX: 225000****ORIGIN/PURPOSE:**

The Harford County Hazardous Materials Response Team (HAZMAT) was founded to respond to certain hazardous materials incidents to assist the Volunteer Fire Companies of Harford County in controlling spills, leaks and releases of toxic, flammable, or environmentally threatening chemicals. All of the members of the team must be certified HAZMAT technicians as required by OSHA.

The team investigates, in cooperation with local enforcement agencies and the Maryland Department of the Environment, alleged environmental crime.

**FY '12 - '13 GOALS**

TO OFFER EFFECTIVE HAZMAT RESPONSE SERVICES

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	187,661	197,894	211,126	204,679	204,679
20	CONTRACTUAL SERVICES	14,628	32,853	16,750	22,011	22,011
30	SUPPLIES & MATERIALS	22,206	33,136	41,550	42,800	42,800
40	BUSINESS & TRAVEL	19,735	16,845	27,350	21,850	21,850
70	MISCELLANEOUS	6,852	11,781	11,958	10,947	10,947
	<b>GRAND TOTAL</b>	<b>251,082</b>	<b>292,509</b>	<b>308,734</b>	<b>302,287</b>	<b>302,287</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>251,082</b>	<b>292,509</b>	<b>308,734</b>	<b>302,287</b>	<b>302,287</b>

**FINANCIAL NOTES:**

The (\$6,447) net decrease in funding for the Emergency Operations - Hazardous Materials Response Team is the net result of:

	FY 12	FY 13	CHANGE
o	6,302	0	(6,302) One-Time FY 12 funds provided for 27th pay
o	1,126	1,300	174 Workers' Compensation rate adjustments per Treasury's estimates
o	13,775	13,396	(379) FICA adjustment

**INDEX: 225000**

# DIVISION STAFF SUMMARY

DEPARTMENT: EMERGENCY SERVICES  
DIVISION: HAZMAT RESPONSE TEAM

Index No. 225000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Public Safety Hazmat Manager	1.00	48,316	1.00	48,316	1.00	48,316
<b>TOTAL FULL-TIME SALARIES</b>	1.00	48,316	1.00	48,316	1.00	48,316
<b>TEMPORARY SALARIES</b>		101,600		101,600		101,600
<b>SALARY TOTAL</b>	<b>1.00</b>	<b>149,916</b>	<b>1.00</b>	<b>149,916</b>	<b>1.00</b>	<b>149,916</b>
<b>OTHER PERSONAL SERVICES</b>						
Workers' Compensation		1,556		1,126		1,300
Health Benefits		12,851		14,717		14,727
Overtime & Shift Differential		30,150		25,150		25,200
FICA		13,775		13,775		13,396
Miscellaneous		140		140		140
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>58,472</b>		<b>54,908</b>		<b>54,763</b>
<b>TOTAL 27TH PAY COST</b>		0		6,302		0
<b>TOTAL PERSONAL SERVICES</b>	<b>1.00</b>	<b>208,388 *</b>	<b>1.00</b>	<b>211,126</b>	<b>1.00</b>	<b>204,679</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## EMERGENCY OPERATIONS OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To offer effective HazMat response services.

### **Department Objective**

To provide an appropriate response to reported HazMat incidents.

### **County Goal(s) Supported**

I. Public Safety

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$394,580	\$394,580	\$324,350	\$308,734	\$308,734
Number of full-time staff	1	1	1	1	1
Number of part-time HazMat response team members	17	20	20	20	20
<b><u>Output:</u></b>					
Number of reported HazMat incidents	212	178	174	183	200
Number of HazMat team responses	76	80	103	107	115
<b><u>Efficiency:</u></b>					
Cost per HazMat response	\$1,861	\$1,777	\$1,864	\$1,687	\$1,725
<b><u>Outcome:</u></b>					
Percent of HazMat incidents responded to	100%	100%	100%	100%	100%

### **Explanation and Analysis of Performance Measures**

The goal of the HazMat team is to provide a timely and appropriate response to all reported HazMat incidents within the County.

### **Major Related Plans and Policies**

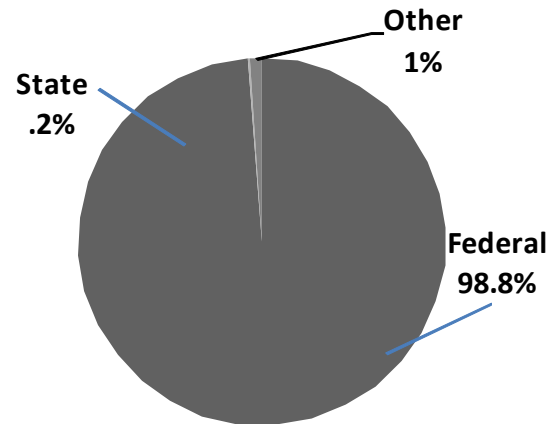
SARA Title III, EPA Regulations, State and Local Regulations

# FY13 Anticipated Grant Award Dollars

(July 1, 2012 to June 30, 2013)

## DEPARTMENT OF EMERGENCY OPERATIONS

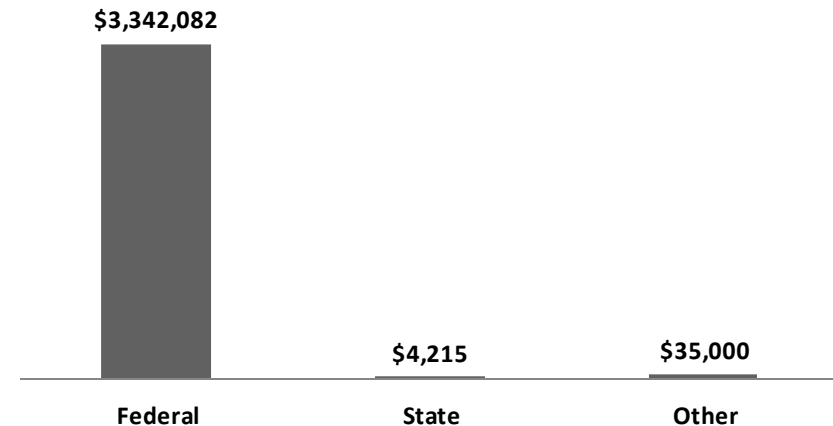
% of Anticipated Grant Dollars by Funder



# of Anticipated Grant Awards: 6

Federal	4
State	1
State/Other	0
Other	1

ANTICIPATED GRANT AWARD DOLLARS (\$3,381,297)\*



*Requested County Match \$123,237*

*\* Does not include County Match or Capital Projects*

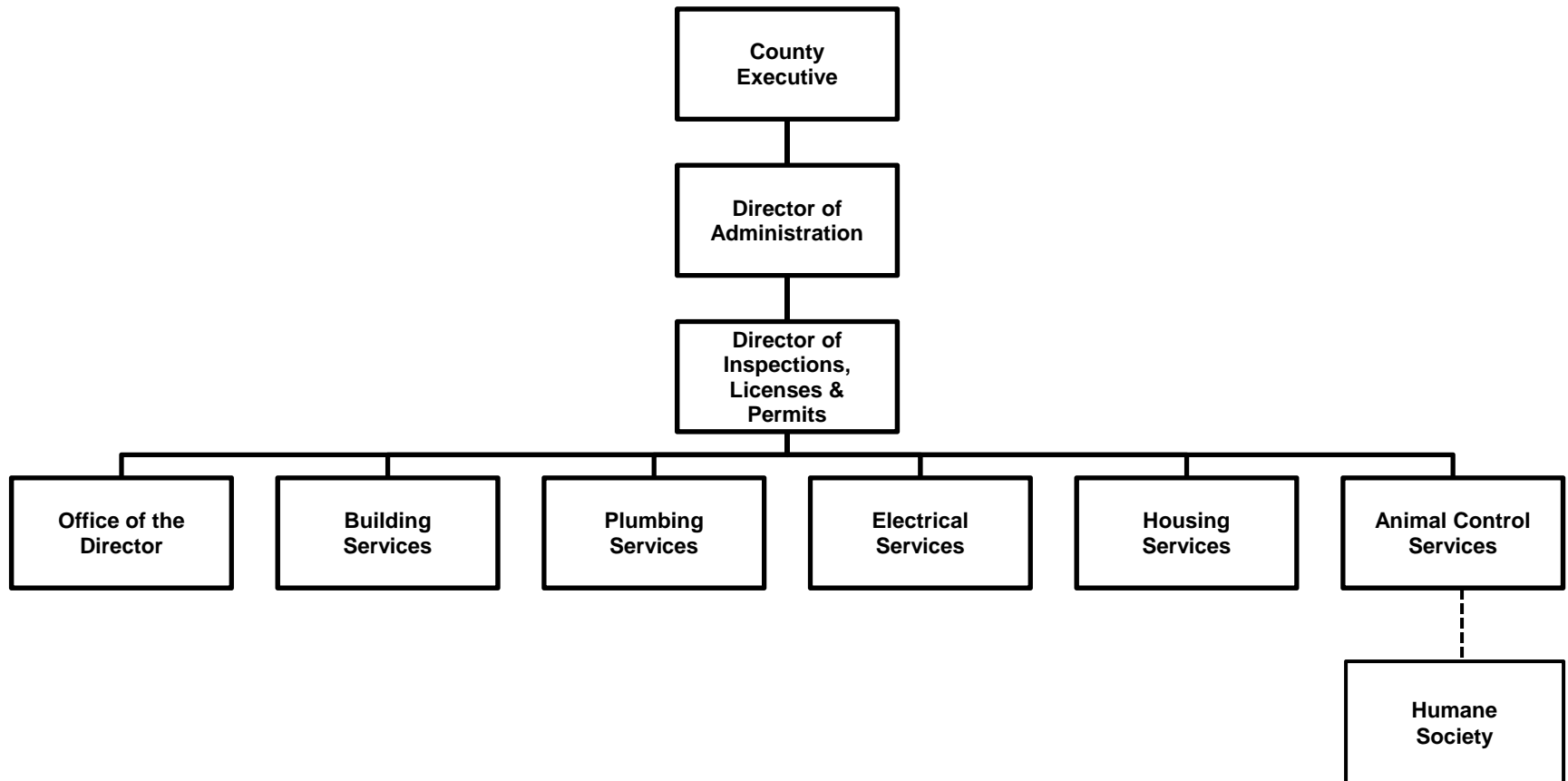
The Department of Emergency Operations anticipates receiving the majority of its funding through Federal sources. These grant funds will be used to provide financial assistance to address the unique multidiscipline planning, operations, equipment, training, and exercise needs of high-threat, high-density Urban Areas, and to assist in building and sustaining capabilities to prevent, protect against, respond to, and recover from threats and acts of terrorism.

Department of Emergency Operations - Anticipated FY13 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Emergency Management Performance Grant	Grant funds will be used to cover planning salaries for 3 personnel as allowed in the grant guidance.	\$122,290			\$122,290	7/1/12 - 6/30/13	Recurring
State Homeland Security Program	Grant funds will be used to underwrite management and administration expenses. Funded activities may include preparation for or response to catastrophic events, provided that the activities also build capabilities that relate to terrorism.	\$572,082				8/1/12 - 4/30/15	One-Time
Urban Areas Security Initiative	Grant provides financial assistance to address the unique multidiscipline planning, operations, equipment, training, and exercise needs of high-threat, high-density Urban Areas, and to assist in building and sustaining capabilities to prevent, protect against, respond to, and recover from threats and acts of terrorism.	\$2,643,924				8/1/12 - 5/31/15	One-Time
Maryland Institute for Emergency Medical Services System	Grant monies to be used for mandatory Emergency Medical Dispatch Training.		\$4,215			9/1/12 - 6/15/13	Recurring
Hazardous Materials Emergency Preparedness Grant Program	Grant funds personnel to assist the delivery of a course on Incident and Unified Command for the CERT Team.	\$3,786			\$947	10/1/12 - 9/50/13	One-Time
Exelon Nuclear Emergency Planning	Grant funds help cover the salary and benefit expenses for the Emergency Planner II position.			\$35,000		9/1/12 - 8/30/13	Recurring
TOTALS		\$3,342,082	\$4,215	\$35,000	\$123,237		
<b>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH</b>	<b>\$3,381,297</b>						



*Bel Air Volunteer Fire Company*

# DEPARTMENT OF INSPECTIONS, LICENSES, & PERMITS



## INSPECTIONS, LICENSES & PERMITS

### ORIGIN/PURPOSE:

The Department of Inspections, Licenses and Permits (DILP), established by Harford County Code, Chapter 16, Article 1, Section 1, Bill No. 78.3, is responsible for the administration and enforcement of all laws and regulations pertaining to licenses, including those relating to building and construction, plumbing, and electrical installations, manufactured housing, abandoned buildings and animal control. This Department has the responsibility to administer and issue all County licenses and plumbing and electrical permits, except those specifically required by law to be issued by another County agency. Additionally, this Department renders permit and inspection services through cooperative agreements with the Town of Bel Air, City of Aberdeen, and City of Havre de Grace.

DILP has established consistent construction standards for all trades including reviewing and adopting applicable national codes for various trade activities; has implemented and enforced the Quality Workmanship Assurance Program and the Fast Track Program; and has provided responsive inspection services and uniform quality construction standards.

### MISSION STATEMENT:

TO PROVIDE HIGH QUALITY INSPECTION SERVICES TO RESIDENTIAL AND COMMERCIAL PROJECTS THAT WILL PROTECT THE HEALTH, SAFETY, AND WELFARE OF HARFORD COUNTY CITIZENS, AS WELL AS PROTECT CURRENT HOUSING STOCK WITHIN THE COUNTY

### FY '12 - 13 KEY GOALS:

- 1 DECREASE THE NUMBER OF CODE VIOLATIONS AND IMPROVE HOUSING STOCK WITHIN THE COUNTY
- 2 ASSURE PUBLIC SAFETY BY MONITORING THE COMPLETION OF ALL DEMOLITION PROJECTS WITHIN THE COUNTY CODE REQUIREMENTS
- 3 DECREASE THE NUMBER OF BUILDING CODE VIOLATIONS DURING FINAL INSPECTION AND REDUCE THE NUMBER OF REINSPECTIONS
- 4 DECREASE THE NUMBER OF ELECTRICAL CODE VIOLATIONS AND REDUCE THE NUMBER OF REINSPECTIONS
- 5 DECREASE THE NUMBER OF PLUMBING CODE VIOLATIONS DURING FINAL INSPECTION AND REDUCE THE NUMBER OF REINSPECTIONS

## INSPECTIONS, LICENSES & PERMITS

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	3,087,549	3,332,786	3,377,446	3,130,514	3,130,514
20	CONTRACTUAL SERVICES	43,604	36,562	53,431	63,781	63,781
30	SUPPLIES & MATERIALS	25,807	27,022	37,450	37,700	37,700
40	BUSINESS & TRAVEL	108,157	118,249	148,490	154,880	154,880
50	CAPITAL OUTLAY	354	0	0	0	0
70	MISCELLANEOUS	450,960	453,120	454,500	555,700	555,700
80	INTER-GOVERNMENTAL	0	9,574	0	0	0
	<b>GRAND TOTAL</b>	<b>3,716,431</b>	<b>3,977,313</b>	<b>4,071,317</b>	<b>3,942,575</b>	<b>3,942,575</b>

### **SUMMARY BY FUND:**

11	GENERAL	3,716,431	3,977,313	4,071,317	3,942,575	3,942,575
	<b>GRAND TOTAL</b>	<b>3,716,431</b>	<b>3,977,313</b>	<b>4,071,317</b>	<b>3,942,575</b>	<b>3,942,575</b>

### **SUMMARY BY DIVISION:**

261000	DIRECTOR OF DILP	456,377	523,968	519,172	488,908	488,908
263000	BUILDING SERVICES	991,947	1,121,083	1,120,478	995,139	995,139
264000	PLUMBING SERVICES	535,799	489,535	567,716	548,050	548,050
265000	ELECTRICAL SERVICES	542,969	597,735	596,103	565,008	565,008
266000	MANUF HOUSING/ABANDONED PROP	194,806	207,530	218,858	220,067	220,067
267000	ANIMAL CONTROL	994,533	1,037,462	1,048,990	575,403	575,403
268000	HUMANE SOCIETY	0	0	0	550,000	550,000
	<b>GRAND TOTAL</b>	<b>3,716,431</b>	<b>3,977,313</b>	<b>4,071,317</b>	<b>3,942,575</b>	<b>3,942,575</b>

## INSPECTIONS, LICENSES & PERMITS

### FINANCIAL NOTES:

The (\$128,742) net decrease in funding for Inspections, Licenses & Permits is the result of:

	FY 12	FY 13	CHANGE	
o	2,223,523	2,181,845	(41,678)	Full Time Salaries
			(58,368)	Staff Turnover (2.63%)
			16,690	Salary Adjustments based on the recommendations of the Department of Human Resources
			<u>(41,678)</u>	
o	103,156	0	(103,156)	One-Time FY 12 funds provided for 27th pay
o	543,856	533,935	(9,921)	Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	289,057	196,367	(92,690)	Pension/Retirement rate adjustments per Treasury's estimates
o	39,389	43,090	3,701	Workers' Compensation rate adjustments per Treasury's estimates
o	169,465	166,277	(3,188)	FICA adjustment
o	74,205	157,745	6,490	Line items significantly adjusted, based on actual expense history:
		FY 12	FY 13	Change
		3,600	3,700	100
		4,150	4,400	250
		2,450	2,700	250
		57,000	53,000	(4,000)
		77,050	85,050	8,000
		3,100	5,400	2,300
		290	480	190
		3,615	3,015	(600)
		<u>151,255</u>	<u>157,745</u>	<u>6,490</u>
o	25,700	35,700	10,000	Other Professional Services - increased based on actual expense history to provide funding for clean up, raze or securing abandoned/foreclosure properties and emergency vet for injured animals.
o	700	1,200	500	Lodging - increase due to International Association of Electrical Inspectors conference in Rhode Island
o	450,000	550,000	100,000	Payment to Other Government Agencies - County's support of the Humane Society of Harford County for animal housing and care. This expense has been moved to new index 268000 effective for FY 13, increase based on actual expense history.
o	3,500	4,700	1,200	Board & Commission - increase due to new HVAC Board and additional meetings.

**DEPARTMENT STAFF SUMMARY**

**DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	41,309	1.00	41,309	2.00	74,409
Administrative Assistant II	3.00	153,519	3.00	153,519	2.00	91,352
Administrative Secretary II	1.00	42,760	1.00	42,760	1.00	42,760
Animal Control Officer II	5.00	208,108	5.00	208,108	5.00	208,108
Building Inspections Supervisor (DILP)	1.00	85,550	1.00	85,550	1.00	87,050
Chief, Animal Control Officer	1.00	62,484	1.00	62,484	1.00	62,484
Chief, Housing Services	1.00	83,773	1.00	83,773	1.00	83,773
Chief, Insp/Lic/Permits	2.00	145,720	2.00	143,720	2.00	145,220
Clerk Typist	1.00	28,453	1.00	28,453	1.00	28,453
Commercial Inspector	3.00	165,778	3.00	165,340	3.00	168,340
Deputy Director of DILP	1.00	81,755	1.00	81,755	1.00	81,755
Director of Inspections, Licenses & Permits	1.00	121,217	1.00	121,217	1.00	121,217
Inspector II	8.00	404,887	8.00	404,100	8.00	407,100
Inspector III	3.00	183,531	3.00	183,531	3.00	185,031
Licensing Clerk	1.00	30,241	1.00	30,241	1.00	27,500
Management Analyst	1.00	65,009	0.00	0	0.00	0
Management Assistant II	0.00	0	1.00	65,009	1.00	65,009
Permits Technician	3.00	113,314	3.00	113,314	3.00	113,314
Plans Reviewer II	2.00	123,790	2.00	123,790	1.00	52,800
Senior Plans Reviewer	1.00	85,550	1.00	85,550	2.00	136,170
<b>TOTAL FULL TIME SALARIES</b>	<b>40.00</b>	<b>2,226,748</b>	<b>40.00</b>	<b>2,223,523</b>	<b>40.00</b>	<b>2,181,845</b>
<b>SALARY OFFSET</b>		<b>(26,595)</b>		<b>0</b>		<b>0</b>
<b>SALARY TOTAL</b>	<b>40.00</b>	<b>2,200,153</b>	<b>40.00</b>	<b>2,223,523</b>	<b>40.00</b>	<b>2,181,845</b>

# DEPARTMENT STAFF SUMMARY

DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		182,593		289,057		196,367
Workers' Compensation		54,567		39,389		43,090
Health Benefits		443,419		543,856		533,935
Overtime & Shift Differential		3,400		3,400		3,400
FICA		169,712		169,465		166,277
Miscellaneous		5,600		5,600		5,600
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>859,291</b>		<b>1,050,767</b>		<b>948,669</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>103,156</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>40.00</b>	<b>3,059,444 *</b>	<b>40.00</b>	<b>3,377,446</b>	<b>40.00</b>	<b>3,130,514</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## INSPECTIONS, LICENSES AND PERMITS OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To decrease the number of code violations and improve housing stock within the County.

### **Department Objective**

To improve the quality of housing stock and to ensure it meets construction code requirements.

### **County Goal(s) Supported**

I. Public Safety

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$4,054,862	\$3,716,431	\$4,057,351	\$4,071,317	\$3,942,575
Number of staff	44.6	40	40	40	40
Number of Inspectors	20.6	14*	13*	13*	15
<b><u>Output:</u></b>					
Number of inspections performed	33,357	34,520	35,137**	34,250**	35,890**
<b><u>Efficiency:</u></b>					
Number of inspections per inspector	1,619	2,466	2,703	2,634	2,393
<b><u>Service Quality:</u></b>					
Number of approved inspections	28,224	29,417	29,792	29,332	30,945
Number of disapproved inspections	5,133	5,103	5,345	4,918	4,945
<b><u>Outcome:</u></b>					
Percent of inspections that are disapproved	15.4%	14.8%	15.2%	14.0%	13.8%

### **Explanation and Analysis of Performance Measures**

Construction practices of builders directly impact the quality of housing stock within the County. Deficiencies are often identified during the final inspection of a structure for compliance to required code standards. Final inspection deficiencies cause delays in occupancy of a structure. Tracking inspection findings will identify areas of deficiency. Such a program was designed to identify deficiencies. By analyzing these deficiencies we can identify areas of construction that require workshops and/or handouts designed specifically to improve current construction practices. The type of inspection with the highest disapproval rate is the determining factor in identifying workshop/handout topics; i.e., footing, foundation, framing, final, etc. specific to building construction. Workshops will be held to address identified deficiencies and handouts will be developed accordingly to distribute to builders.

### **Major Related Plans and Policies**

- To continue to report the number of inspections performed and violations by type
- To analyze reports and determine areas needing improvement in construction practices
- To identify areas needing improvement and provide handouts and workshops for technical tradespeople, when appropriate.

\* DILP has 15 inspector positions. A Building Inspector II has been temporarily reassigned to DPW - Verizon FIOS project.

A Building Inspector II has been temporarily reassigned to DPW - Verizon FIOS project

A Plumbing Inspector I position is vacant

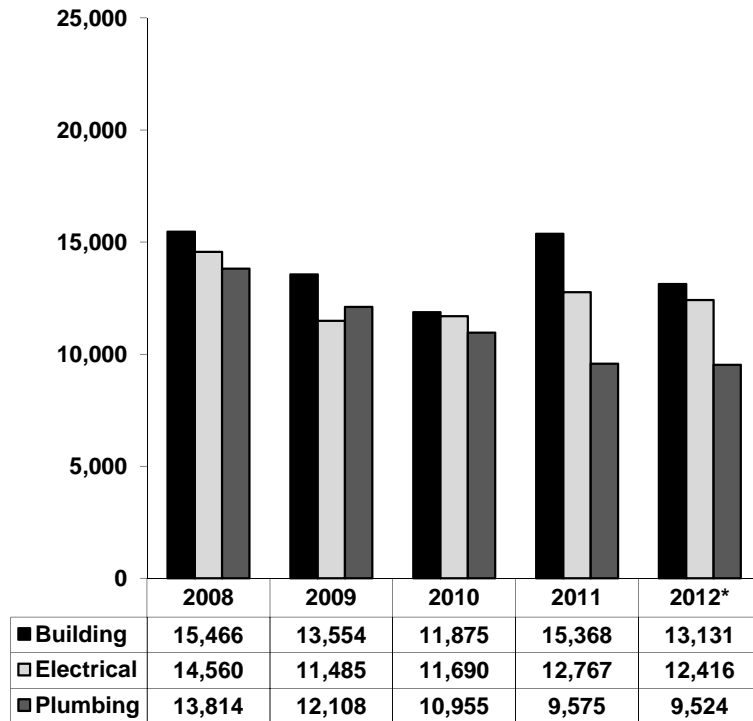
\*\* Includes Mechanical Inspections

# Inspections, Licenses and Permits

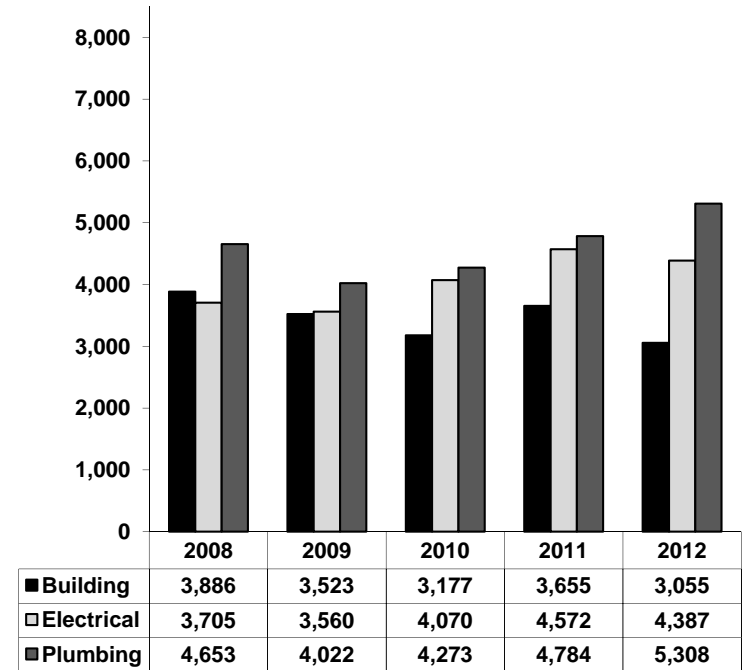
## Inspections/Permit Activity

### Fiscal Year Basis

**Inspections Made**



**Permits Issued**



\*Projected (Includes plumbing and electrical postcard permits and does not include mechanical permits or inspections, or any town permits).

**DEPARTMENT: INSPECTIONS, LICENSES & PERMITS****DIVISION: Director of DILP****INDEX: 261000****ORIGIN/PURPOSE:**

The Director of DILP is charged with the performance of all functions and duties within the department, including: enforcement of electrical, plumbing and building codes; enforcement of County animal control, mobile home park and abandoned building ordinances; and enforcement of codes and ordinances through issuance and sale of licenses, permits, and inspections. The Director renders permits and inspection services through cooperative agreements with the Town of Bel Air, City of Aberdeen, and City of Havre de Grace and coordinates a centralized computer system encompassing all licensing programs and building, electrical, and plumbing permits. On-line terminals with the County's mainframe allow direct revenue accountability and statistical data entry. In addition, this office closely monitors divisional efforts to adopt and/or revise applicable trade codes and fee schedules and performance of timely review of building permits by other departments and agencies. The Director also coordinates the County's Fast Track Program.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	391,202	435,551	428,441	396,352	396,352
20	CONTRACTUAL SERVICES	8,570	8,817	9,251	9,351	9,351
30	SUPPLIES & MATERIALS	1,139	901	1,200	1,200	1,200
40	BUSINESS & TRAVEL	55,466	69,125	80,280	82,005	82,005
80	INTER-GOVERNMENTAL / INTER-FUND	0	9,574	0	0	0
	<b>GRAND TOTAL</b>	<b>456,377</b>	<b>523,968</b>	<b>519,172</b>	<b>488,908</b>	<b>488,908</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>456,377</b>	<b>523,968</b>	<b>519,172</b>	<b>488,908</b>	<b>488,908</b>

**DEPARTMENT: INSPECTIONS, LICENSES & PERMITS****DIVISION: Director of DILP****INDEX: 261000****FINANCIAL NOTES:**

The (\$30,264) net decrease in funding for Inspections, Licenses & Permits - Director of DILP is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	14,386	0	(14,386) One-Time FY 12 funds provided for 27th pay
o	40,396	27,967	(12,429) Pension/Retirement rate adjustments per Treasury's estimates
o	2,363	2,726	363 Workers' Compensation rate adjustments per Treasury's estimates
o	37,117	31,480	(5,637) Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	83,645	85,470	1,825 Line items significantly adjusted based on actual expense history:

<b>FY 12</b>	<b>FY 13</b>	<b>Change</b>
3,600	3,700	100 Office Equipment
36,000	32,000	(4,000) County Owned Vehicles
42,000	46,000	4,000 Fuel Charges
1,800	3,600	1,800 Non Targeted Charges-FVS
245	170	(75) Professional Books
<u>83,645</u>	<u>85,470</u>	<u>1,825</u>

# DIVISION STAFF SUMMARY

DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS  
DIVISION: DIRECTOR OF INSPECTIONS, LICENSES AND PERMITS

Index No. 261000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Secretary II	1.00	42,760	1.00	42,760	1.00	42,760
Deputy Director of DILP	1.00	81,755	1.00	81,755	1.00	81,755
Director of Inspections, Licenses & Permits	1.00	121,217	1.00	121,217	1.00	121,217
Management Analyst	1.00	65,009	0.00	0	0.00	0
Management Assistant II	0.00	0	1.00	65,009	1.00	65,009
<b>SALARY TOTAL</b>	<b>4.00</b>	<b>310,741</b>	<b>4.00</b>	<b>310,741</b>	<b>4.00</b>	<b>310,741</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		25,481		40,396		27,967
Workers' Compensation		3,274		2,363		2,726
Health Benefits		32,543		37,117		31,480
FICA		22,878		22,878		22,878
Miscellaneous		560		560		560
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>84,736</b>		<b>103,314</b>		<b>85,611</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>14,386</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>4.00</b>	<b>395,477 *</b>	<b>4.00</b>	<b>428,441</b>	<b>4.00</b>	<b>396,352</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: INSPECTIONS, LICENSES & PERMITS****DIVISION: Building Services****INDEX: 263000****ORIGIN/PURPOSE:**

This Division is responsible for plans review and inspections of all construction for which building permits have been issued to ensure compliance with applicable codes.

Building Services is also responsible for issuing Use and Occupancy Certificates and licenses for dogs, taxi cab owners, taxi cab drivers, towing businesses, solicitors, pawn brokers, auctioneers, pet shops, grooming for dogs, massage establishments and personal care boarding homes.

This Division is accountable for funds collected for licenses, commercial, and residential plans review and maintaining appropriate records.

**FY '12 - '13 GOAL:**

3 DECREASE THE NUMBER OF BUILDING CODE VIOLATIONS DURING FINAL INSPECTION AND REDUCE THE NUMBER OF REINSPECTIONS

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	969,093	1,102,420	1,090,563	965,324	965,324
20	CONTRACTUAL SERVICES	5,415	4,863	6,200	6,200	6,200
30	SUPPLIES & MATERIALS	14,111	12,628	18,250	18,150	18,150
40	BUSINESS & TRAVEL	3,328	1,172	5,465	5,465	5,465
<b>GRAND TOTAL</b>		<b>991,947</b>	<b>1,121,083</b>	<b>1,120,478</b>	<b>995,139</b>	<b>995,139</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	<b>991,947</b>	<b>1,121,083</b>	<b>1,120,478</b>	<b>995,139</b>	<b>995,139</b>

**DEPARTMENT: INSPECTIONS, LICENSES & PERMITS****DIVISION: Building Services****INDEX: 263000****FINANCIAL NOTES:**

The (\$125,339) net decrease in funding for Inspections, Licenses & Permits - Building Services is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	725,273	676,095	(49,178) Full Time Salaries
			(58,368) Staff Turnover <u>(8.05%)</u>
			9,190 Salary Adjustments based on the recommendations of the Department of Human Resources
			<u>(49,178)</u>
o	33,655	0	(33,655) One-Time FY 12 funds provided for 27th pay
o	167,591	163,003	(4,588) Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	94,285	60,849	(33,436) Pension/Retirement rate adjustments per Treasury's estimates
o	12,596	11,976	(620) Workers' Compensation rate adjustments per Treasury's estimates
o	55,483	51,721	(3,762) FICA adjustment
o	850	750	(100) Safety Equipment - decreased based on actual expense history

# DIVISION STAFF SUMMARY

DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS  
DIVISION: BUILDING SERVICES

Index No. 263000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	41,309	1.00	41,309	2.00	74,409 A
Administrative Assistant II	1.00	62,167	1.00	62,167	0.00	0
Building Inspections Supervisor (DILP)	1.00	85,550	1.00	85,550	1.00	87,050
Commercial Inspector	1.00	62,484	1.00	62,484	1.00	63,984
Inspector II	3.00	173,897	3.00	173,897	3.00	173,897
Inspector III	1.00	60,285	1.00	60,285	1.00	60,285
Licensing Clerk	1.00	30,241	1.00	30,241	1.00	27,500
Plans Reviewer II	2.00	123,790	2.00	123,790	1.00	52,800
Senior Plans Reviewer	1.00	85,550	1.00	85,550	2.00	136,170 B
<b>SALARY TOTAL</b>	<b>12.00</b>	<b>725,273</b>	<b>12.00</b>	<b>725,273</b>	<b>12.00</b>	<b>676,095</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		59,472		94,285		60,849
Workers' Compensation		17,412		12,596		11,976
Health Benefits		120,313		167,591		163,003
FICA		55,483		55,483		51,721
Miscellaneous		1,680		1,680		1,680
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>254,360</b>		<b>331,635</b>		<b>289,229</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>33,655</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>12.00</b>	<b>979,633 *</b>	<b>12.00</b>	<b>1,090,563</b>	<b>12.00</b>	<b>965,324</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Assistant II filled as an Administrative Assistant I - # 0457

B - One (1) Plans Reviewer II upgraded to Senior Plans Reviewer - # 1962

## INSPECTIONS, LICENSES AND PERMITS - BUILDING SERVICES

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To decrease the number of building code violations during final inspection and reduce the number of reinspections.

#### **Department Objective**

To improve the quality of housing stock and to ensure it meets building code requirements.

#### **County Goal(s) Supported**

I. Public Safety

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$1,148,735	\$991,947	\$1,137,955	\$1,120,478	\$995,139
Number of staff	14	12	12	12	12
Number of inspectors	8	5*	4*	4*	4*
<b><u>Output:</u></b>					
Number of final building inspections performed	3,841	3,862	3,672	3,325	3,449
<b><u>Efficiency:</u></b>					
Number of final inspections per inspector	480	772	918	831	862
<b><u>Service Quality:</u></b>					
Number of approved final inspections	3,089	3,252	3,020	2,887	3,001
Number of disapproved final inspections	752	610	652	438	448
<b><u>Outcome:</u></b>					
Percent of final inspections that are disapproved	19.6%	15.8%	17.8%	13.2%	13.0%

#### **Explanation and Analysis of Performance Measures**

Construction practices of contractors directly impact the quality of housing stock within the County. Code deficiencies are identified during numerous required inspections. The highest number of disapprovals and deficiencies are identified during the final inspection. Final inspection deficiencies cause delays in occupar of a structure and can directly impact financial settlements. A program was designed to identify deficiencies by type of inspection performed. We track inspector results and, based on this information, develop handouts designed to address these areas of deficiency. We also provide workshops for tradespeople designed specifically to improve current construction practices targeting the areas of disapprovals.

\*One Inspector II temporarily reassigned to DPW - Verizon FIOS Project

**DEPARTMENT: INSPECTIONS, LICENSES & PERMITS****DIVISION: Plumbing Services****INDEX: 264000****ORIGIN/PURPOSE:**

This Division is responsible for reviewing plans and permit applications, issuing permits, master and journeyman plumbing certificates, master gas fitters certificates, liquid petroleum gas fitters licenses, utility contractor licenses, journey utility licenses, septic installer licenses, and journeyman septic installer licenses. Plumbing, gas fitting, storm water and utility work is inspected for compliance to applicable codes for all residential, commercial, and industrial construction.

This Division enforces the Harford County Plumbing Code and National Fuel Gas Code. Workmanship and quality are constantly monitored during construction. New methods of service are coordinated with the Harford County and Maryland State Master Plumbers Associations, the Baltimore Gas and Electric Company, and Harford County Utility Contractors Association. This Division also acts as liaison for the Harford County Plumbing Board and implements Local / State requirements governing water saving fixtures and plumbing systems.

**FY '12 - '13 GOAL:**

5 DECREASE THE NUMBER OF PLUMBING CODE VIOLATIONS DURING FINAL INSPECTION AND REDUCE THE NUMBER OF REINSPECTIONS

**ALL FUND SUMMARY:**

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>					
10 PERSONAL SERVICES	527,446	480,390	555,371	534,345	534,345
20 CONTRACTUAL SERVICES	3,410	2,792	3,900	3,900	3,900
30 SUPPLIES & MATERIALS	2,620	3,692	5,000	5,000	5,000
40 BUSINESS & TRAVEL	1,729	501	1,445	1,605	1,605
50 CAPITAL OUTLAY	354	0	0	0	0
70 MISCELLANEOUS	240	2,160	2,000	3,200	3,200
<b>GRAND TOTAL</b>	<b>535,799</b>	<b>489,535</b>	<b>567,716</b>	<b>548,050</b>	<b>548,050</b>
<b><u>FUNDING SOURCE:</u></b>					
11 GENERAL	<b>535,799</b>	<b>489,535</b>	<b>567,716</b>	<b>548,050</b>	<b>548,050</b>

**DEPARTMENT: INSPECTIONS, LICENSES & PERMITS****DIVISION: Plumbing Services****INDEX: 264000****FINANCIAL NOTES:**

The (\$19,666) net decrease in funding for Inspections, Licenses & Permits - Plumbing Services is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	342,031	348,031	6,000	Full Time Salaries
			6,000	Salary Adjustments based on the recommendations of the Department of Human Resources
o	15,871	0	(15,871)	One-Time FY 12 funds provided for 27th pay
o	119,450	119,826	376	Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	44,464	31,323	(13,141)	Pension/Retirement rate adjustments per Treasury's estimates
o	6,410	7,561	1,151	Workers' Compensation rate adjustments per Treasury's estimates
o	26,165	26,624	459	FICA adjustment
o	0	160	160	Meals - increased due to attendance at conferences for State certification
o	2,000	3,200	1,200	Boards & Commission - increase due to new HVAC Board and additional meetings

# DIVISION STAFF SUMMARY

DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS  
DIVISION: PLUMBING SERVICES

Index No. 264000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Chief, Insp, Lic & Permits	1.00	66,300	1.00	64,300	1.00	65,800
Commercial Inspector	1.00	47,838	1.00	47,400	1.00	48,900
Permits Technician	2.00	73,207	2.00	73,207	2.00	73,207
Inspector II	2.00	93,545	2.00	92,758	2.00	94,258
Inspector III	1.00	64,366	1.00	64,366	1.00	65,866
<b>TOTAL FULL-TIME SALARIES</b>	<b>7.00</b>	<b>345,256</b>	<b>7.00</b>	<b>342,031</b>	<b>7.00</b>	<b>348,031</b>
<b>SALARY OFFSET</b>		(26,595)		0		0
<b>SALARY TOTAL</b>	<b>7.00</b>	<b>318,661</b>	<b>7.00</b>	<b>342,031</b>	<b>7.00</b>	<b>348,031</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		28,311		44,464		31,323
Workers' Compensation		8,965		6,410		7,561
Health Benefits		104,351		119,450		119,826
FICA		26,412		26,165		26,624
Miscellaneous		980		980		980
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>169,019</b>		<b>197,469</b>		<b>186,314</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>15,871</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>7.00</b>	<b>487,680</b>	<b>7.00</b>	<b>555,371</b>	<b>7.00</b>	<b>534,345</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## INSPECTIONS, LICENSES AND PERMITS - PLUMBING SERVICES

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To decrease the number of plumbing code violations during final inspection and reduce the number of reinspections.

#### **Department Objective**

To improve the quality of housing stock and to ensure it meets plumbing code requirements.

#### **County Goal(s) Supported**

I. Public Safety

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$588,761	\$535,799	\$502,650	\$567,716	\$548,050
Number of staff	8	7	6	6	6
Number of Inspectors	5	4	3*	3*	4
<b><u>Output:</u></b>					
Number of final plumbing inspections performed	3,939	3,394	3,365	3,836**	4,741**
<b><u>Efficiency:</u></b>					
Number of final inspections per inspector	679	849	1,122	1,279	1,185
<b><u>Service Quality:</u></b>					
Number of approved final inspections	2,709	2,621	2,661	3,173	3,926
Number of disapproved final inspections	684	773	704	663	815
<b><u>Outcome:</u></b>					
Percent of final inspections that are disapproved	20.2%	22.8%	20.9%	17.3%	17.2%

#### **Explanation and Analysis of Performance Measures**

Construction practices of contractors directly impact the quality of housing stock within the County. Code deficiencies are identified during numerous required inspections. The highest number of disapprovals and deficiencies are identified during the final inspection of a structure. Final inspection deficiencies cause delays in occupancy of a structure and can directly impact financial settlements, causing additional expenses to the owner or prospective buyer. A program was designed to identify deficiencies by type of inspection performed, and we perform daily data entry of the inspection results. We track inspection results and identify areas of deficiency. Based on this information, we develop handouts designed specifically to address these areas of deficiency by identifying them to tradespeople and providing directives for code compliant construction standards.

#### **Major Related Plans and Policies**

Continue to report the number of inspections performed and identify violations by type ISIS reports (INS 330 and INS 340).

Continue to identify inspections by type as well as status (approved/disapproved).

Analyze reports and identify inspection areas with the highest level of approval.

Develop and provide workshops for technical tradespeople along with handouts specific to identified areas of deficiency to improve construction practices and assure code compliance for quality housing stock.

\* Vacant Inspector I position

\*\* Includes Mechanical Inspections

**DEPARTMENT: INSPECTIONS, LICENSES & PERMITS****DIVISION: Electrical Services****INDEX: 265000****ORIGIN/PURPOSE:**

The Electrical Services Division was created by Executive Order No. 73-8 and later adopted by Bill No. 78-3.

This Division is responsible for issuing permits and performing inspections of all new electrical installations of light, heat, or power within or on public and private buildings, structures or premises in the County, including yards, carnivals, parking lots, fairs, industrial substations and installations covered by the National Electric Code. Additionally, this Division prepares, administers, and grades electrical examinations for master, limited, restricted, and journeymen licenses and assists in enforcement of code and license violations. This Division cooperates with the State Fire Marshal, when requested, on fire damage of possible electrical origin.

**FY '12 - '13 GOAL:**

4 DECREASE THE NUMBER OF ELECTRICAL CODE VIOLATIONS AND REDUCE THE NUMBER OF REINSPECTIONS

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	533,791	586,763	582,383	551,208	551,208
20	CONTRACTUAL SERVICES	3,158	3,286	3,300	3,300	3,300
30	SUPPLIES & MATERIALS	3,112	5,302	5,625	5,625	5,625
40	BUSINESS & TRAVEL	2,188	1,424	3,295	3,375	3,375
70	MISCELLANEOUS	720	960	1,500	1,500	1,500
	<b>GRAND TOTAL</b>	<b>542,969</b>	<b>597,735</b>	<b>596,103</b>	<b>565,008</b>	<b>565,008</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>542,969</b>	<b>597,735</b>	<b>596,103</b>	<b>565,008</b>	<b>565,008</b>

**DEPARTMENT: INSPECTIONS, LICENSES & PERMITS****DIVISION: Electrical Services****INDEX: 265000****FINANCIAL NOTES:**

The (\$31,095) net decrease in funding for Inspections, Licenses & Permits - Electrical Services is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	17,448	0	(17,448) One-Time FY 12 funds provided for 27th pay
o	103,440	103,692	252 Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	48,880	33,840	(15,040) Pension/Retirement rate adjustments per Treasury's estimates
o	6,871	7,932	1,061 Workers' Compensation rate adjustments per Treasury's estimates
o	900	450	(450) Professional Books - decreased based on actual expense history
o	940	1,470	530 Line items increased due to International Association of Electrical Inspectors conference in Rhode Island:

<b>FY 12</b>	<b>FY 13</b>	<b>Change</b>	
240	270	30	Meals
700	1,200	500	Lodging
<u>940</u>	<u>1,470</u>	<u>530</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS  
DIVISION: ELECTRICAL SERVICES

Index No. 265000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	48,592	1.00	48,592	1.00	48,592
Chief, Insp, Lic & Permits	1.00	79,420	1.00	79,420	1.00	79,420
Commercial Inspector	1.00	55,456	1.00	55,456	1.00	55,456
Inspector II	2.00	93,545	2.00	93,545	2.00	93,545
Inspector III	1.00	58,880	1.00	58,880	1.00	58,880
Permits Technician	1.00	40,107	1.00	40,107	1.00	40,107
<b>SALARY TOTAL</b>	<b><u>7.00</u></b>	<b><u>376,000</u></b>	<b><u>7.00</u></b>	<b><u>376,000</u></b>	<b><u>7.00</u></b>	<b><u>376,000</u></b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		30,832		48,880		33,840
Workers' Compensation		9,499		6,871		7,932
Health Benefits		90,332		103,440		103,692
FICA		28,764		28,764		28,764
Miscellaneous		980		980		980
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>160,407</b>		<b>188,935</b>		<b>175,208</b>
<b>TOTAL 27TH PAY COST</b>		<b><u>0</u></b>		<b><u>17,448</u></b>		<b><u>0</u></b>
<b>TOTAL PERSONAL SERVICES</b>	<b><u>7.00</u></b>	<b><u>536,407 *</u></b>	<b><u>7.00</u></b>	<b><u>582,383</u></b>	<b><u>7.00</u></b>	<b><u>551,208</u></b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## INSPECTIONS, LICENSES AND PERMITS - ELECTRICAL SERVICES OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To decrease the number of electrical code violations and reduce the number of reinspections.

### **Department Objective:**

To improve the quality of housing stock and to ensure it meets electrical code requirements.

### **County Goal(s) Supported:**

I. Public Safety

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$610,351	\$542,969	\$601,669	\$596,103	\$565,208
Number of staff	8	7	7	7	7
Number of inspectors	5	4	4	4	4
<b><u>Output:</u></b>					
Number of final electrical inspections performed	4,404	4,463	4,791	4,803	4,849
<b><u>Efficiency:</u></b>					
Number of final inspections per inspector	881	1,116	1,198	1,201	1,212
<b><u>Service Quality:</u></b>					
Number of approved final inspections	3,112	3,141	3,289	3,331	3,424
Number of disapproved final inspections	1,292	1,322	1,502	1,472	1,425
<b><u>Outcome:</u></b>					
Percent of final inspections that are disapproved	29.3%	29.6%	31.4%	30.7%	29.4%

### **Explanation and Analysis of Performance Measures**

Construction practices of electrical contractors directly impact the quality of housing stock within the County. Code deficiencies are identified during numerous inspections. The greatest number of deficiencies are identified during the final inspection of a structure. Final inspection deficiencies cause delays in occupancy of a structure and can directly impact financial settlements, causing added expenses to the owner or prospective buyer. A program was designed to identify deficiencies by type of inspection performed. Based on this information, we develop handouts designed specifically to address these areas of deficiency by identifying them to the tradespeople and providing directives for code compliant construction standards.

### **Major Related Plans and Policies**

Continue to report the number of inspections performed and violations by type (ISIS System Reports - INS 330 and INS 340).

Analyze reports and identify inspection areas needing improvement in electrical installation and construction practices.

Develop and provide workshops for technical tradespeople along with handouts specific to identified deficiencies in electrical construction.

**DEPARTMENT: INSPECTIONS, LICENSES & PERMITS****DIVISION: Manufactured Housing / Abandoned Property****INDEX: 266000****ORIGIN/PURPOSE:**MANUFACTURED HOUSING:

This Division enforces Local, State, and Federal codes governing residential Manufactured Housing, Modular Housing and Industrialized Structures, i.e., portable classrooms, sales and business offices, etc. This Division annually inspects and licenses 24 Manufactured / Mobile Home Communities in accordance with Harford County Code, Chapter 179. Furthermore, this office works with the development, expansion or revitalization of Manufactured / Mobile Home Communities. The Division of Housing Services is charged with receiving and investigating Landlord / Tenant complaints within Manufactured Housing Communities and works closely with the Attorney General's Office to gain compliance. This office holds seminars to provide educational training for contractors, residents, public and associates of the Manufactured Housing Industry. The Division is responsible for reviewing all demolition permits and permits for structures that are being located within the 100 year flood plain. The Division is the Department's representative in working with Emergency Operations Center on damage assessment.

ABANDONED PROPERTIES:

This Division investigates complaints regarding property maintenance and unsafe structures. Complaints are generated by citizens of the County as well as State or County agencies. In a case where there is a violation, this office will send a notice of violation to the property owner, in accordance with Harford County Code Chapters 82, 179, and / or 109, to abate the unsafe condition or conditions. If a property owner fails to respond and correct the violation(s) the County may take abatement action in accordance with Harford County Code and / or seek legal action in the District Court of Maryland for Harford County. Any cost of abatement action taken by the County shall cause a lien to be filed on the real property and be collected in the same manner as Real Property Tax. This Division is responsible for the revitalization programs within the Enterprise Zones, US 40 corridor and Edgewood communities. The Division continues to work with the local fire departments in permitting fire training exercises (i.e. the Learn and Burn Program).

**FY '12 - '13 GOAL:**

2 ASSURE PUBLIC SAFETY BY MONITORING THE COMPLETION OF ALL DEMOLITION PROJECTS WITHIN THE COUNTY

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	176,119	194,126	191,388	182,572	182,572
20	CONTRACTUAL SERVICES	17,896	12,371	26,030	36,030	36,030
30	SUPPLIES & MATERIALS	521	951	1,050	1,150	1,150
40	BUSINESS & TRAVEL	270	82	390	315	315
	<b>GRAND TOTAL</b>	<b>194,806</b>	<b>207,530</b>	<b>218,858</b>	<b>220,067</b>	<b>220,067</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>194,806</b>	<b>207,530</b>	<b>218,858</b>	<b>220,067</b>	<b>220,067</b>

**INDEX: 266000**

# DIVISION STAFF SUMMARY

DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS  
DIVISION: MANUFACTURED HOUSING/ABANDONED PROPERTY

Index No. 266000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Chief, Housing Services	1.00	83,773	1.00	83,773	1.00	83,773
Inspector II	1.00	43,900	1.00	43,900	1.00	45,400
<b>SALARY TOTAL</b>	<b>2.00</b>	<b>127,673</b>	<b>2.00</b>	<b>127,673</b>	<b>2.00</b>	<b>129,173</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		10,469		16,597		11,626
Workers' Compensation		4,111		2,975		3,475
Health Benefits		24,652		28,171		28,136
FICA		9,767		9,767		9,882
Miscellaneous		280		280		280
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>49,279</b>		<b>57,790</b>		<b>53,399</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>5,925</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>2.00</b>	<b>176,952</b>	<b>2.00</b>	<b>191,388</b>	<b>2.00</b>	<b>182,572</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: INSPECTIONS, LICENSES & PERMITS****DIVISION: Animal Control****INDEX: 267000****ORIGIN/PURPOSE:**

This Division is responsible for enforcing Harford County's Animal Control Laws through conducting inspections/investigations, issuing necessary citations, and filing court charges, as required. The Division also enforces the Annotated Code of Maryland for cruelty and dangerous dog violations.

The Division's employees assist State, County, and local police in removing animals in vehicle accidents or creating traffic hazards. We also assist the Health Department officials with suspected rabid animal cases.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	489,898	533,536	529,300	500,713	500,713
20	CONTRACTUAL SERVICES	5,155	4,433	4,750	5,000	5,000
30	SUPPLIES & MATERIALS	4,304	3,548	6,325	6,575	6,575
40	BUSINESS & TRAVEL	45,176	45,945	57,615	62,115	62,115
70	MISCELLANEOUS	450,000	450,000	451,000	1,000	1,000
	<b>GRAND TOTAL</b>	<b><u>994,533</u></b>	<b><u>1,037,462</u></b>	<b><u>1,048,990</u></b>	<b><u>575,403</u></b>	<b><u>575,403</u></b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b><u>994,533</u></b>	<b><u>1,037,462</u></b>	<b><u>1,048,990</u></b>	<b><u>575,403</u></b>	<b><u>575,403</u></b>

**DEPARTMENT: INSPECTIONS, LICENSES & PERMITS****DIVISION: Animal Control****INDEX: 267000****FINANCIAL NOTES:**

The (\$473,587) net decrease in funding for Inspections, Licenses & Permits - Animal Control is the result of:

	FY 12	FY 13	CHANGE
o	15,871	0	(15,871) One-Time FY 12 funds provided for 27th pay
o	88,087	87,798	(289) Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	44,435	30,762	(13,673) Pension/Retirement rate adjustments per Treasury's estimates
o	8,174	9,420	1,246 Workers' Compensation rate adjustments per Treasury's estimates
o	37,050	42,050	5,000 Line items significantly adjusted, based on actual expense history:

FY 12	FY 13	Change	
250	500	250	Communication Service
500	750	250	Safety Equipment
35,000	39,000	4,000	Fuel Charges
1,300	1,800	500	Non-Targeted Charges-FVS
<u>37,050</u>	<u>42,050</u>	<u>5,000</u>	

o	1,000	1,000	0 Confidential Expenses - funding for Humane Animal Rescue and Care
o	450,000	0	(450,000) Payment to Other Governmental Agencies - County's support of the Humane Society of Harford County. This expense has been transferred to new index 268000 effective for FY 13.

# DIVISION STAFF SUMMARY

DEPARTMENT: INSPECTIONS, LICENSES AND PERMITS  
DIVISION: ANIMAL CONTROL

Index No. 267000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	42,760	1.00	42,760	1.00	42,760
Animal Control Officer II	5.00	208,108	5.00	208,108	5.00	208,108
Chief Animal Control Officer	1.00	62,484	1.00	62,484	1.00	62,484
Clerk Typist	1.00	28,453	1.00	28,453	1.00	28,453
<b>SALARY TOTAL</b>	<b>8.00</b>	<b>341,805</b>	<b>8.00</b>	<b>341,805</b>	<b>8.00</b>	<b>341,805</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		28,028		44,435		30,762
Workers' Compensation		11,306		8,174		9,420
Health Benefits		71,228		88,087		87,798
Overtime & Shift Differential		3,400		3,400		3,400
FICA		26,408		26,408		26,408
Miscellaneous		1,120		1,120		1,120
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>141,490</b>		<b>171,624</b>		<b>158,908</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>15,871</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>8.00</b>	<b>483,295 *</b>	<b>8.00</b>	<b>529,300</b>	<b>8.00</b>	<b>500,713</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: INSPECTIONS, LICENSES & PERMITS**

**DIVISION: Humane Society**

**INDEX: 268000**

**ORIGIN/PURPOSE:**

This index is strictly used to provide funding for The Humane Society of Harford County.

The Humane Society of Harford County promotes the humane treatment of homeless, stray and abandoned animals by providing shelter, care, adoptions and community education.

**ALL FUND SUMMARY:**

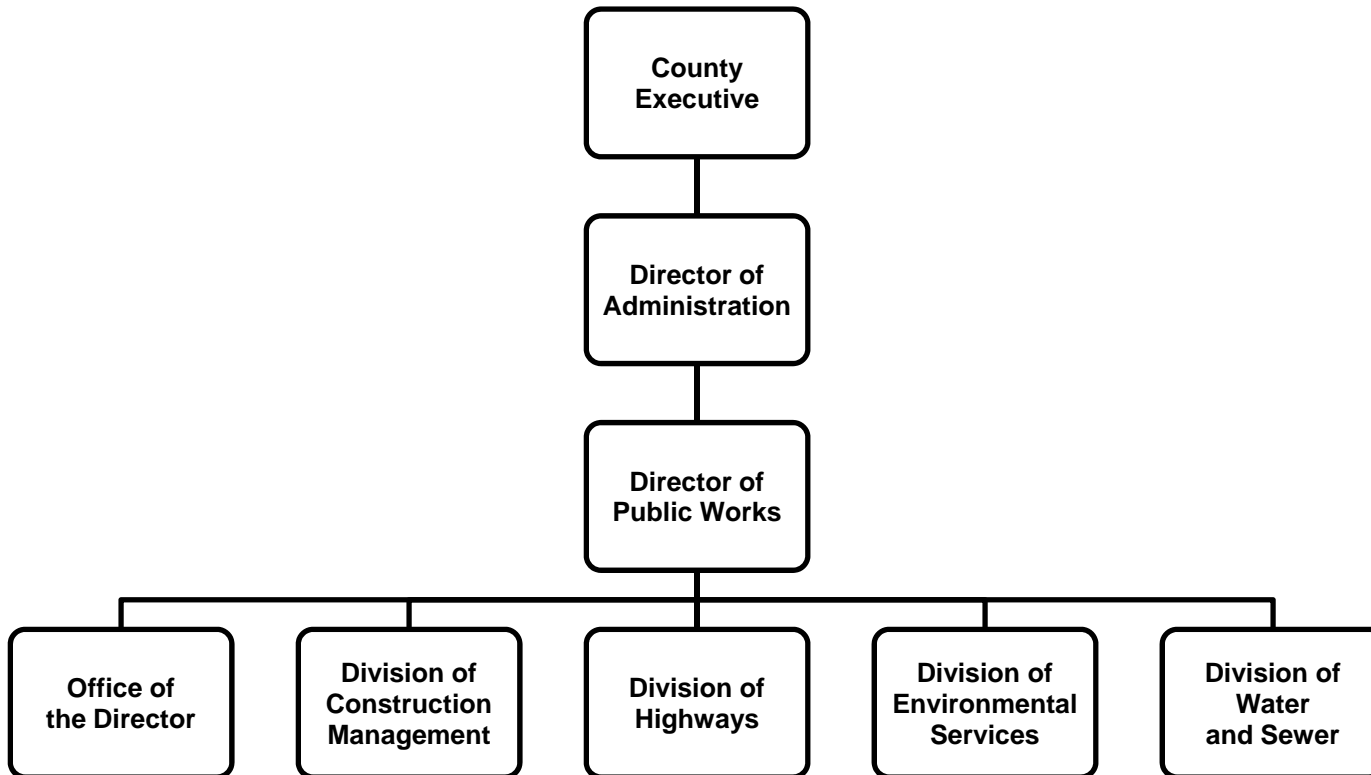
		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
70	MISCELLANEOUS	0	0	0	550,000	550,000
	<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>550,000</b>	<b>550,000</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	0	0	0	550,000	550,000

**FINANCIAL NOTES:**

The \$550,000 net increase in funding for Inspections, Licenses & Permits - Humane Society is the result of:

	FY 12	FY 13	CHANGE	
o	0	550,000	550,000	Payment to Other Governmental Agencies - County's support of the Humane Society of Harford County. This expense has been moved from 267000 - Animal Control.

# DEPARTMENT OF PUBLIC WORKS



## DEPARTMENT OF PUBLIC WORKS

### ORIGIN/PURPOSE:

The largest department within Harford County Government, Public Works, instituted by the County Charter, Article IV, Section 402 (amended by Bill No. 88-35), and Section 407 is charged with the design, management and construction of capital projects; construction, maintenance, and acceptance of County roads, bridges, and associated structures; operation and maintenance of sewage collection disposal and treatment facilities; regulation, operation, maintenance and control of water supply; management of solid waste; and production and maintenance of related documents.

The Department of Public Works, under the management of its Director's Office is divided into four major divisions: Water and Sewer, Highways and Water Resources, Division of Construction Management and Environmental Services.

### MISSION STATEMENT:

HARFORD COUNTY DEPARTMENT OF PUBLIC WORKS, GUIDED BY COMMON SENSE, ACCOUNTABILITY, AND COMPASSION STRIVES TO PLAN, CONSTRUCT, AND MAINTAIN THE INFRASTRUCTURE TO DELIVER A TRANSPORTATION NETWORK, WATER, WASTEWATER, SOLID WASTE MANAGEMENT SERVICES, AND PUBLIC FACILITIES TO ENHANCE THE QUALITY OF LIFE FOR ALL

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	36,298,109	34,713,354	36,370,108	34,020,022	34,020,022
20	CONTRACTUAL SERVICES	20,430,434	18,144,853	20,005,519	20,550,370	20,550,370
30	SUPPLIES & MATERIALS	5,227,752	4,950,103	5,822,485	6,108,320	6,108,320
40	BUSINESS & TRAVEL	2,185,612	2,263,655	2,400,917	2,448,630	2,448,630
50	CAPITAL OUTLAY	567,859	596,684	618,597	858,687	858,687
70	MISCELLANEOUS	16,923,853	16,040,461	15,542,472	16,589,566	16,589,566
80	INTER-GOVERNMENTAL/INTER-FUND	1,723,628	1,888,119	780,000	625,300	625,300
	<b>GRAND TOTAL</b>	<b>83,357,247</b>	<b>78,597,229</b>	<b>81,540,098</b>	<b>81,200,895</b>	<b>81,200,895</b>
	<b><u>SUMMARY BY FUND:</u></b>					
11	GENERAL	3,395,740	2,349,543	2,541,596	2,424,295	2,424,295
25	HIGHWAYS	32,696,591	28,995,791	28,532,749	28,719,333	28,719,333
51	WATER & SEWER OPERATING	35,774,719	35,524,156	38,067,601	37,580,597	37,580,597
55	SOLID WASTE SERVICES	11,490,197	11,727,739	12,398,152	12,476,670	12,476,670
	<b>GRAND TOTAL</b>	<b>83,357,247</b>	<b>78,597,229</b>	<b>81,540,098</b>	<b>81,200,895</b>	<b>81,200,895</b>

# DEPARTMENT OF PUBLIC WORKS

## ALL FUND SUMMARY:

	AUDITED FY 10	AUDITED FY 11	ENACTED FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY DIVISION BY FUND:</u></b>					
<b><u>GENERAL FUND:</u></b>					
301111 BUREAU OF ENVIRONMENTAL SERVICES					
ADMINISTRATION & ENGINEERING	759,961	665,934	792,156	748,567	748,567
301241 RECYCLING	1,762,676	1,499,524	1,535,990	1,462,278	1,462,278
301251 POST CLOSURE	149,456	122,422	134,750	134,750	134,750
301261 SCARBORO REMEDIATION	60,700	45,188	53,700	53,700	53,700
301520 ENVIRONMENTAL AFFAIRS NOXIOUS WEED	0	8,000	8,000	8,000	8,000
301530 ENVIRONMENTAL AFFAIRS GYPSY MOTH	0	8,475	17,000	17,000	17,000
301603 BUREAU OF WATER RESOURCES	662,947	0	0	0	0
<b><u>SOLID WASTE SERVICES:</u></b>					
301211 BUREAU OF SOLID WASTE MANAGEMENT	3,358,725	3,391,726	3,676,836	3,569,524	3,569,524
301271 WASTE TO ENERGY	8,131,472	8,336,013	8,721,316	8,907,146	8,907,146
<b><u>HIGHWAYS FUND:</u></b>					
303110 DIRECTOR OF PUBLIC WORKS	348,560	284,215	296,406	279,800	279,800
303125 BUREAU OF CAPITAL PROJECTS MANAGEMENT	724,708	731,235	731,151	687,849	687,849
303210 BUREAU OF HIGHWAYS ENGINEERING	3,361,747	3,277,322	2,560,413	2,574,071	2,574,071
303220 BUREAU OF CONSTRUCTION INSPECTIONS	2,712,296	2,698,531	2,754,102	2,579,722	2,579,722
303310 BUREAU OF WATER RESOURCES	0	681,276	1,308,285	1,226,059	1,226,059
303410 BUREAU OF HIGHWAYS MAINTENANCE	21,696,648	19,709,548	19,415,732	19,905,172	19,905,172
303430 SNOW REMOVAL	3,852,632	1,613,664	1,466,660	1,466,660	1,466,660
<b><u>WATER &amp; SEWER FUND:</u></b>					
BUREAU OF WATER & SEWER ADMINISTRATION	3,104,550	2,967,506	2,720,155	3,030,993	3,030,993
WATER & SEWER DEPRECIATION	9,063,569	9,126,524	9,400,000	9,200,000	9,200,000
BUREAU OF WATER & SEWER ENGINEERING	1,284,373	1,188,083	1,342,740	1,268,754	1,268,754
BUREAU OF WATER & SEWER MAINTENANCE	5,824,928	6,112,298	6,710,087	6,564,242	6,564,242
WATER & SEWER WASTEWATER PROCESSING	10,382,654	10,202,345	10,660,788	10,824,889	10,824,889
WATER & SEWER WATER PRODUCTION	6,114,645	5,927,400	7,233,831	6,691,719	6,691,719
<b>GRAND TOTAL</b>	<b>83,357,247</b>	<b>78,597,229</b>	<b>81,540,098</b>	<b>81,200,895</b>	<b>81,200,895</b>

**STAFF SUMMARY**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>PUBLIC WORKS - GENERAL FUND</u></b>						
Administrative Assistant I	0.00	0	1.00	33,100	1.00	33,100
Administrative Assistant II	1.00	57,474	0.00	0	0.00	0
Chief, Engineering Division	1.00	116,534	1.00	116,534	1.00	116,534
Civil Engineer IV	1.00	100,884	1.00	100,884	1.00	100,884
Deputy Director of Public Works	1.00	122,361	1.00	122,361	1.00	122,361
Engineering Associate III	1.00	70,963	0.00	0	0.00	0
Engineering Associate IV	0.00	0	1.00	74,511	1.00	74,511
Equipment Operator	3.00	115,946	3.00	126,107	3.00	126,107
Equipment Repair Specialist	1.00	53,460	1.00	53,460	1.00	53,460
Laborer	7.00	184,887	7.00	188,006	7.00	175,477
Management Assistant I	1.00	56,657	0.00	0	0.00	0
Management Assistant II	0.00	0	1.00	58,357	1.00	58,357
Recycling Program Coordinator	1.00	56,657	1.00	56,657	1.00	45,000
Recycling Program Manager	1.00	98,011	1.00	98,011	1.00	98,011
Senior Equipment Operator	3.00	136,032	3.00	128,124	3.00	128,348
Weighmaster/Attendant I	1.00	30,857	0.00	0	0.00	0
Weighmaster/Attendant II	1.00	44,029	1.00	44,029	1.00	44,029
Weighmaster/Attendant Trainee	0.00	0	1.00	23,700	1.00	23,700
<b>FULL-TIME SALARIES</b>	<b>24.00</b>	<b>1,244,752</b>	<b>24.00</b>	<b>1,223,841</b>	<b>24.00</b>	<b>1,199,879</b>
<b>SALARY OFFSET</b>		<b>(70,963)</b>		<b>0</b>		<b>0</b>
<b>TOTAL FULL-TIME SALARIES</b>		<b>1,173,789</b>		<b>1,223,841</b>		<b>1,199,879</b>
<b>TEMPORARY SALARIES</b>		<b>0</b>		<b>0</b>		<b>6,590</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>56,857</b>		<b>0</b>
<b>SUB-TOTAL GENERAL FUND SALARIES</b>	<b>24.00</b>	<b>1,173,789</b>	<b>24.00</b>	<b>1,280,698</b>	<b>24.00</b>	<b>1,206,469</b>

**STAFF SUMMARY**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>PUBLIC WORKS - SOLID WASTE SERVICES</u></b>						
Administrative Assistant I	1.00	47,896	1.00	47,896	1.00	47,896
Administrative Assistant II	2.00	85,859	1.00	39,132	1.00	39,132
Administrative Specialist I	0.00	0	1.00	49,063	1.00	49,063
Chauffeur - Laborer	1.00	38,248	1.00	38,248	0.00	0
Chief, Solid Waste Management	1.00	101,865	1.00	101,865	1.00	101,865
Civil Engineer I	1.00	49,529	1.00	43,900	0.00	0
Crew Chief	3.00	186,081	3.00	186,081	3.00	186,081
Crew Leader I	0.00	0	1.00	33,100	1.00	33,100
Engineering Associate II	0.00	0	0.00	0	1.00	54,556
Equipment Operator	3.00	149,733	3.00	149,733	2.00	102,189
Equipment Operator Trainee	0.00	0	0.00	0	1.00	32,000
Equipment Repair Specialist	1.00	53,460	1.00	53,460	1.00	53,460
Laborer	4.00	137,571	4.00	121,711	5.00	183,513
Landfill Supervisor	1.00	61,351	1.00	61,351	1.00	61,351
Litter Control Program Team Leader	1.00	30,200	0.00	0	0.00	0
Senior Equipment Operator	7.00	289,829	7.00	294,129	7.00	289,829
Weighmaster/Attendant I	2.00	59,084	1.00	30,857	1.00	30,857
Weighmaster/Attendant II	5.00	258,586	5.00	237,457	5.00	245,057
Weighmaster/Attendant Trainee	0.00	0	1.00	23,700	1.00	23,700
<b>TOTAL FULL-TIME SALARIES</b>	<b>33.00</b>	<b>1,549,292</b>	<b>33.00</b>	<b>1,511,683</b>	<b>33.00</b>	<b>1,533,649</b>
<b>PART-TIME SALARIES</b>						
Laborer	0.00	0	0.00	0	0.60	13,566
Senior Equipment Operator	0.00	0	0.60	24,960	0.60	24,960
<b>TOTAL PART-TIME SALARIES</b>	<b>0.00</b>	<b>0</b>	<b>0.60</b>	<b>24,960</b>	<b>1.20</b>	<b>38,526</b>
<b>TEMPORARY SALARIES</b>		<b>30,000</b>		<b>13,900</b>		<b>0</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>72,246</b>		<b>0</b>
<b>SUB-TOTAL SOLID WASTE SALARIES</b>	<b>33.00</b>	<b>1,579,292</b>	<b>33.60</b>	<b>1,622,789</b>	<b>34.20</b>	<b>1,572,175</b>

# STAFF SUMMARY

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>PUBLIC WORKS - HIGHWAYS FUND</u></b>						
Accounting Clerk I	0.00	0	0.00	0	1.00	30,200
Accounting Clerk II	1.00	46,568	1.00	46,568	0.00	0
Administrative Assistant I	1.00	35,595	0.00	0	0.00	0
Administrative Assistant II	8.00	399,240	8.00	409,311	9.00	451,701
Administrative Budget Technician I	2.00	117,736	2.00	117,736	2.00	117,736
Administrative Budget Technician II	1.00	68,328	1.00	68,328	1.00	68,328
Administrative Secretary III	1.00	0	0.00	0	0.00	0
Administrative Specialist I	2.00	113,100	3.00	162,163	3.00	162,163
Asset Manager	0.00	0	1.00	74,124	0.00	0
Assistant Superintendent of Highways	3.00	192,025	0.00	0	0.00	0
Central Stores Coordinator	1.00	34,250	0.00	0	1.00	39,063
Central Stores Manager	1.00	35,278	1.00	40,650	1.00	46,159
Chauffeur-Laborer	24.00	820,068	26.00	852,583	33.00	1,055,334
Chief, Bureau of Construction Management	1.00	87,877	1.00	87,877	1.00	87,877
Chief, Construction Inspector	4.00	310,997	4.00	312,532	4.00	295,876
Chief, Engineering Division	1.00	120,025	1.00	120,025	1.00	120,025
Chief, Highways Division	1.00	84,648	1.00	86,292	1.00	86,292
Chief, Vertical Inspector	1.00	75,475	1.00	75,475	1.00	75,475
Civil Engineer II	4.00	275,473	4.00	275,473	4.00	275,473
Civil Engineer III	6.00	592,273	6.00	592,273	6.00	592,273
Civil Engineer IV	2.00	214,829	2.00	214,829	2.00	214,829
Communications Specialist II	1.00	49,942	1.00	49,942	1.00	49,942
Crew Chief	11.00	556,332	12.00	593,501	12.00	592,647
Deputy Director of Public Works	2.00	228,849	2.00	228,849	2.00	228,849
Director of Public Works	1.00	122,160	1.00	122,160	1.00	122,160
Drafting Technician I	1.00	53,529	1.00	53,529	1.00	53,529
Engineering Associate I	2.00	73,275	3.00	119,843	2.00	79,668
Engineering Associate II	2.00	88,529	1.00	48,219	2.00	89,599
Engineering Associate IV	3.00	217,016	3.00	217,016	3.00	217,016
Engineering Associate V	4.00	318,199	4.00	318,958	4.00	318,958
Engineering Records Technician	1.00	70,963	1.00	70,963	1.00	70,963

**STAFF SUMMARY**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>PUBLIC WORKS - HIGHWAYS FUND</u></b>						
Equipment Operator	25.00	932,902	23.00	855,725	20.00	730,997
Equipment Operator Trainee	5.00	171,592	8.00	256,632	2.00	60,400
Equipment Repair Specialist	5.00	256,211	6.00	294,519	6.00	291,779
GIS Analyst II	1.00	56,657	1.00	56,657	1.00	56,000
GIS Coordinator	1.00	66,270	1.00	66,270	1.00	66,270
Inspector I	0.00	0	0.00	0	1.00	37,300
Inspector II	15.00	775,211	14.00	716,083	13.00	661,151
Inspector III	7.00	478,523	8.00	521,505	8.00	494,724
Laborer	11.00	310,719	5.00	160,849	5.00	161,214
Land Surveyor	1.00	84,090	1.00	84,090	1.00	84,090
Maintenance Supervisor	7.00	445,766	6.00	384,512	6.00	382,928
Management Assistant I	2.00	121,002	1.00	64,345	1.00	58,540
Management Assistant II	1.00	78,332	1.00	78,332	1.00	78,332
Road Marking Equipment Operator I	0.00	0	1.00	33,100	2.00	66,200
Road Marking Equipment Operator II	2.00	74,600	2.00	74,600	2.00	74,600
Road Marking Equipment Operator III	1.00	53,892	1.00	53,892	1.00	53,892
Senior Equipment Operator	14.00	613,745	15.00	646,629	15.00	646,629
Superintendent Highways	1.00	82,183	2.00	128,617	2.00	128,617
Trades/Laborer	3.00	124,332	5.00	195,976	5.00	184,732
Traffic Operations Supervisor	2.00	124,674	2.00	119,678	2.00	119,678
Traffic Sign Mechanic I	1.00	41,487	3.00	84,507	0.00	0
Traffic Sign Mechanic II	2.00	81,048	1.00	37,930	4.00	131,400
Traffic Sign Mechanic III	1.00	46,568	1.00	45,274	1.00	45,274
Utility Worker I	3.00	113,178	3.00	110,615	3.00	110,093
Utility Worker II	2.00	106,197	2.00	91,192	3.00	140,091
<b>FULL-TIME SALARIES</b>	206.00	10,641,758	205.00	10,520,748	206.00	10,407,066
<b>SALARY OFFSET</b>		(104,272)		0		0
<b>TOTAL FULL-TIME SALARIES</b>	206.00	10,537,486	205.00	10,520,748	206.00	10,407,066
<b>TOTAL 27TH PAY COST</b>		0		489,180		0
<b>SUB-TOTAL HIGHWAYS FUND SALARIES</b>	<b>206.00</b>	<b>10,537,486</b>	<b>205.00</b>	<b>11,009,928</b>	<b>206.00</b>	<b>10,407,066</b>

# STAFF SUMMARY

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>PUBLIC WORKS - WATER &amp; SEWER FUND</u></b>						
Accountant III	1.00	101,865	1.00	101,865	1.00	101,865
Administrative Assistant I	0.00	0	1.00	40,107	1.00	40,107
Administrative Assistant II	7.00	329,494	7.00	329,494	6.00	284,127
Administrative Specialist II	1.00	79,376	1.00	79,375	1.00	79,375
Assistant Superintendent	8.00	640,528	8.00	640,530	8.00	622,635
Central Stores Manager	2.00	81,413	2.00	81,413	2.00	81,413
Chemist	1.00	57,260	1.00	57,260	1.00	57,260
Chief, Engineering Division	1.00	71,400	1.00	71,400	1.00	71,400
Chief, Water & Sewer	3.00	348,757	3.00	351,042	3.00	351,042
Civil Engineer I	1.00	43,900	1.00	43,900	1.00	43,900
Civil Engineer II	2.00	115,157	2.00	115,157	2.00	115,157
Civil Engineer III	4.00	379,681	4.00	379,681	4.00	379,681
Civil Engineer IV	1.00	110,992	1.00	110,992	1.00	110,992
Clerk Typist	0.00	0	0.00	0	1.00	27,500
Computer Records Assistant	1.00	43,892	1.00	43,892	0.00	0
Computer System Engineer III	2.00	146,208	2.00	146,208	2.00	146,208
Database Administrator	1.00	69,795	1.00	69,795	1.00	69,795
Deputy Director Public Works	1.00	122,179	1.00	122,179	1.00	122,179
Drafting Technician II	1.00	56,112	1.00	56,112	1.00	56,112
Electrician	1.00	44,322	1.00	44,322	1.00	44,322
Engineering Associate III	1.00	51,852	1.00	51,852	1.00	51,852
Equipment Repair Specialist	1.00	37,300	1.00	37,300	1.00	37,300
GIS Coordinator	1.00	70,094	1.00	70,094	1.00	70,094
Instrumentation Technician	1.00	56,136	1.00	56,136	1.00	56,136
Laboratory Assistant	1.00	42,760	0.00	0	0.00	0
Laboratory Technician	4.00	182,640	5.00	226,683	5.00	226,683
Management Assistant II	3.00	230,153	3.00	230,153	3.00	230,153

# STAFF SUMMARY

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>PUBLIC WORKS - WATER &amp; SEWER FUND</u></b>						
Permits Clerk	2.00	60,600	0.00	0	0.00	0
Plant Operations Manager	2.00	162,651	2.00	162,651	2.00	162,651
Plant Operator (Water / Wastewater)	17.00	806,633	18.00	832,301	16.00	739,423
Plant Operator Trainee I (Water / Wastewater)	4.00	111,588	5.00	139,089	11.00	302,500
Plant Operator Trainee II (Water / Wastewater)	8.00	267,365	7.00	233,743	3.00	99,300
Plant Superintendent Water & Sewer	3.00	302,962	3.00	266,433	3.00	257,295
Pretreatment Inspector	1.00	43,900	1.00	43,900	1.00	43,900
Process Engineer	2.00	160,520	2.00	160,520	2.00	144,167
Senior Electric Water & Sewer	1.00	58,335	1.00	58,335	1.00	58,335
Senior Instrument Technician	1.00	61,897	1.00	61,897	1.00	61,897
Senior Laboratory Technician	1.00	47,400	1.00	47,400	1.00	47,400
Senior Plant Operator	8.00	497,557	8.00	455,884	5.00	305,757
Senior W/WW Facility Mechanic	3.00	171,507	3.00	171,507	3.00	171,507
Shift Supervisor / Plant Operations	6.00	392,790	6.00	392,791	6.00	396,543
Superintendent of Laboratories	1.00	65,409	1.00	65,409	1.00	65,409
Superintendent of Water & Sewer Facilities	1.00	90,507	1.00	90,507	1.00	90,507
Water & Sewer Facilities Maintenance Specialist	1.00	66,544	1.00	66,544	1.00	66,544
Water & Sewer Permits Technician	1.00	35,600	1.00	35,600	1.00	35,600
Water & Sewer Utility Crew Chief	6.00	310,710	6.00	310,710	6.00	310,710
Water & Sewer Utility Technician II	1.00	63,799	1.00	63,799	1.00	63,799
Water & Sewer Utility Technician III	3.00	189,575	3.00	189,575	2.00	130,634
Water & Sewer Utility Worker I	6.00	219,570	3.00	126,962	5.00	181,590
Water & Sewer Utility Worker II	12.00	373,015	15.00	461,609	11.00	334,544
Water & Sewer Utility Worker III (Certified)	1.00	37,300	3.00	112,547	3.00	112,547
Water & Sewer Utility Worker III (Non-Certified)	5.00	166,642	3.00	103,093	6.00	196,859
Water & Sewer Utility Worker IV	2.00	104,677	2.00	104,677	2.00	104,677
Water/Wastewater Facility Mechanic	8.00	417,804	9.00	455,104	9.00	455,104
Water/Wastewater Facility Mechanic Trainee	1.00	33,100	0.00	0	4.00	132,400

**STAFF SUMMARY**

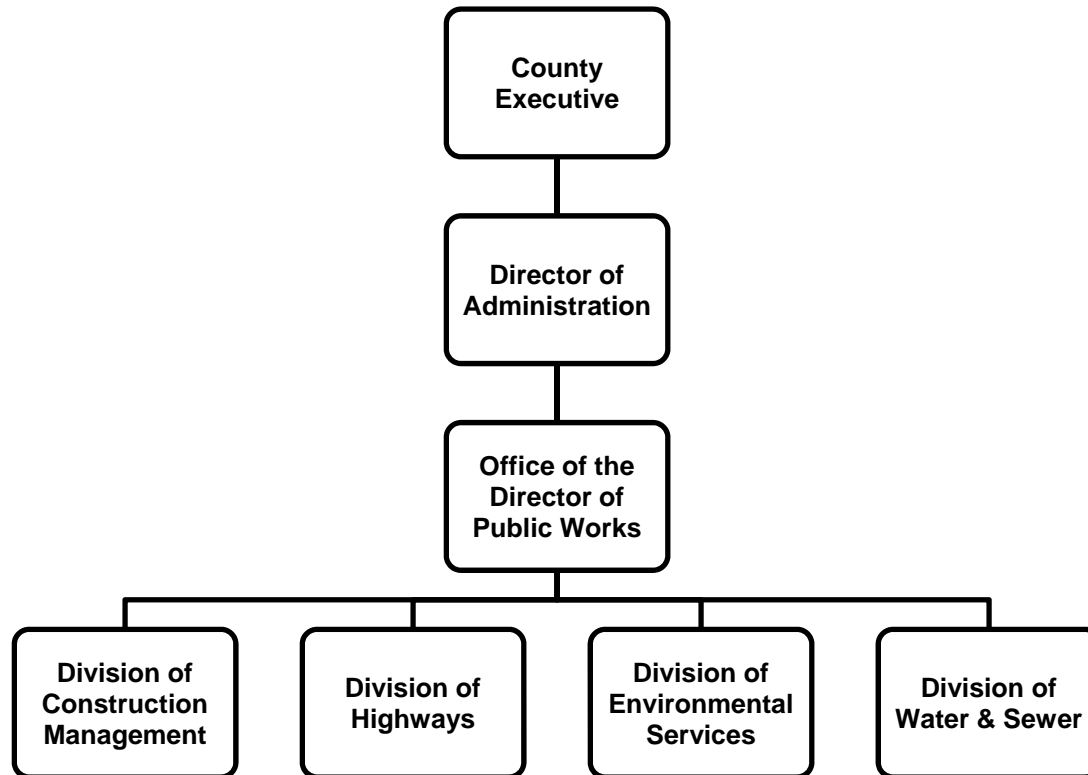
POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>PUBLIC WORKS - WATER &amp; SEWER FUND</u></b>						
Water Meter Mechanic I	1.00	51,958	1.00	51,958	1.00	27,500
Water Meter Mechanic II	7.00	293,227	7.00	293,227	7.00	293,227
Water Meter Technician I	2.00	107,784	2.00	107,784	2.00	107,784
Water Meter Technician II	1.00	57,814	1.00	57,814	1.00	57,814
<b>FULL-TIME SALARIES</b>	170.00	9,344,006	170.00	9,280,312	170.00	9,035,212
<b>SALARY OFFSET</b>		(11,744)		(11,744)		(11,744)
<b>TOTAL FULL-TIME SALARIES</b>	170.00	9,332,262	170.00	9,268,568	170.00	9,023,468
<b>TEMPORARY SALARIES</b>		107,243		107,243		99,778
<b>TOTAL 27TH PAY COST</b>		0		440,046		0
<b>SUB-TOTAL WATER &amp; SEWER SALARIES</b>	<b>170.00</b>	<b>9,439,505</b>	<b>170.00</b>	<b>9,815,857</b>	<b>170.00</b>	<b>9,123,246</b>

	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>PUBLIC WORKS - DEPARTMENT TOTALS</u></b>						
<b>FULL-TIME SALARIES</b>	<b>433.00</b>	<b>22,779,808</b>	<b>432.00</b>	<b>22,536,584</b>	<b>433.00</b>	<b>22,175,806</b>
<b>SALARY OFFSET</b>		(186,979)		(11,744)		(11,744)
<b>TOTAL PART-TIME SALARIES</b>	<b>0.00</b>	<b>0</b>	<b>0.60</b>	<b>24,960</b>	<b>1.20</b>	<b>38,526</b>
<b>TOTAL DEPARTMENTAL TEMPORARY SALARIES</b>		<b>137,243</b>		<b>121,143</b>		<b>106,368</b>
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>11,002,667</b>		<b>12,640,836</b>		<b>11,711,066</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>1,058,329</b>		<b>0</b>
<b>DEPARTMENTAL SALARY TOTAL</b>	<b>433.00</b>	<b>33,732,739</b>	<b>432.60</b>	<b>36,370,108</b>	<b>434.20</b>	<b>34,020,022</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

# DEPARTMENT OF PUBLIC WORKS

## OFFICE OF THE DIRECTOR



**DEPARTMENT: PUBLIC WORKS**

**DIVISION: Director's Office**

**INDEX: 303110**

**ORIGIN/PURPOSE:**

The Director of Public Works provides guidance and administrative support to all divisions within the Department of Public Works. The Director works to provide a more efficient, cost-effective Department of Public Works which will define and meet the needs of our citizens while maintaining a work environment based on common sense, accountability, and compassion.

The Department of Public Works is divided into four major divisions: Water and Sewer, Highways and Water Resources, Environmental Services and Construction Management. This assures support and participation from each division of the Department in water quality planning and improvements. The Director of Public Works is a position mandated by the Harford County Charter that must be held by an individual who possesses a Professional Engineer's license under the laws of the State of Maryland.

**FY '12 - '13 GOAL:**

- 1 TO WORK TOWARDS A DEPARTMENT OF PUBLIC WORKS THAT IS EFFICIENT, QUALITY AND CUSTOMER SERVICE ORIENTED, AND AS COST EFFECTIVE AS ANY COMPARABLE ORGANIZATION IN THE REGION, MAKING AND DOCUMENTING THE COMPARISONS AND CHANGES WE VIEW AS NECESSARY, WHILE AT THE SAME TIME PROVIDING FOR A SAFE AND SECURE WORK ENVIRONMENT FOR OUR EMPLOYEES

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	327,870	261,202	275,756	258,340	258,340
20	CONTRACTUAL SERVICES	16,010	14,507	15,300	15,910	15,910
30	SUPPLIES & MATERIALS	920	98	1,110	910	910
40	BUSINESS & TRAVEL	3,760	2,243	4,240	3,940	3,940
80	INTER-GOV'T/INTER-FUND	0	6,165	0	700	700
	<b>GRAND TOTAL</b>	<b>348,560</b>	<b>284,215</b>	<b>296,406</b>	<b>279,800</b>	<b>279,800</b>
	<b><u>FUNDING SOURCE:</u></b>					
25	HIGHWAYS	<b>348,560</b>	<b>284,215</b>	<b>296,406</b>	<b>279,800</b>	<b>279,800</b>

**DEPARTMENT: PUBLIC WORKS****DIVISION: Director's Office****INDEX: 303110****FINANCIAL NOTES:**

The (\$16,606) net decrease in funding for the Director's Office is the result of:

	FY 12	FY 13	CHANGE
o	8,802	0	(8,802) One-time FY 12 funds provided for 27th pay
o	24,763	17,144	(7,619) Pension/Retirement rate adjustments per Treasury's estimates
o	381	438	57 Workers' Compensation rate adjustments per Treasury's estimates
o	37,422	36,370	(1,052) Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	200	200	0 Other Professional Services - consultant fees as needed
o	10,700	11,310	610 Financial Audit - Highways' share of the County Audit per Treasury
o	0	700	700 Fleet Daily Carpool Rentals - Director gave up County car and now uses pool cars
o	1,000	500	(500) Line items significantly adjusted, based on actual expense history:

FY 12	FY 13	Change	
500	300	(200)	Computer Supplies
500	200	(300)	Mileage
<u>1,000</u>	<u>500</u>	<u>(500)</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - OFFICE OF THE DIRECTOR - HIGHWAYS FUND  
DIVISION: DIRECTOR OF PUBLIC WORKS

Index No. 303110

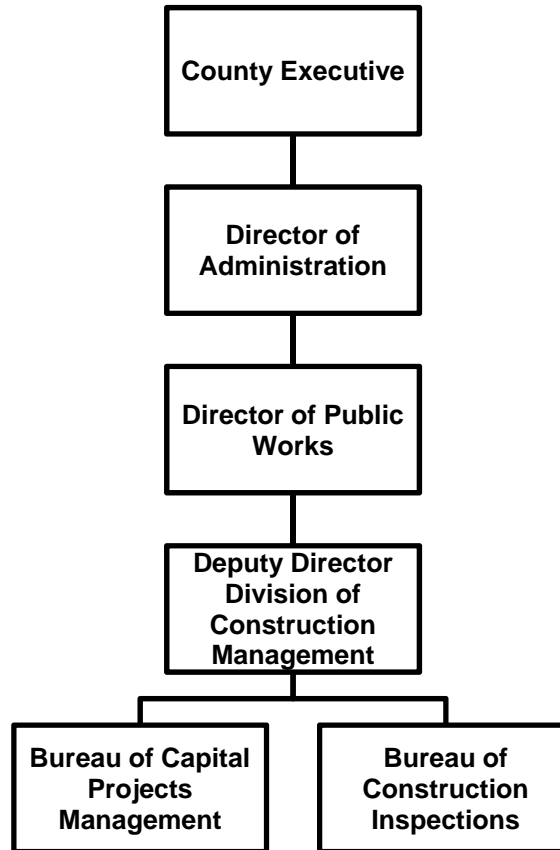
POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Budget Technician II	1.00	68,328	1.00	68,328	1.00	68,328
Administrative Secretary III	1.00	0	0.00	0	0.00	0
Director of Public Works	1.00	122,160	1.00	122,160	1.00	122,160
<b>TOTAL FULL-TIME SALARIES</b>	<u>3.00</u>	<u>190,488</u>	<u>2.00</u>	<u>190,488</u>	<u>2.00</u>	<u>190,488</u>
<b>OTHER PERSONAL SERVICES</b>						
Pension		15,620		24,763		17,144
Workers' Compensation		534		381		438
Health Benefits		25,607		37,422		36,370
FICA		13,620		13,620		13,620
Miscellaneous		280		280		280
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>55,661</b>		<b>76,466</b>		<b>67,852</b>
<b>TOTAL 27TH PAY COST</b>		<u>0</u>		<u>8,802</u>		<u>0</u>
<b>TOTAL PERSONAL SERVICES</b>	<u>3.00</u>	<u>246,149 *</u>	<u>2.00</u>	<u>275,756</u>	<u>2.00</u>	<u>258,340</u>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

# DEPARTMENT OF PUBLIC WORKS

## DIVISION OF CONSTRUCTION

### MANAGEMENT



## PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT

### ORIGIN/PURPOSE:

The Division of Construction Management is one of four major Divisions within the Department of Public Works. The Division provides:

- Comprehensive project management services for the design and construction of County-owned capital projects for County departments and agencies
- Inspection services for construction of roads, bridges, storm water management facilities, water distribution lines, sewer lines and sewage pump stations, and commercial development infrastructure that will be transferred to county ownership
- Enforcement inspections of erosion and sediment control measures at all public and private construction sites county-wide

### MISSION STATEMENT:

TO PROVIDE COMPREHENSIVE DESIGN MANAGEMENT AND CONSTRUCTION MANAGEMENT/INSPECTION SERVICES IN A COST EFFECTIVE MANNER  
TO DELIVER HIGH QUALITY FACILITIES AND INFRASTRUCTURE PROJECTS TO MEET THE NEEDS OF HARFORD COUNTY

### FY '12 - '13 KEY GOAL:

- 1 TO ENSURE EFFECTIVE DELIVERY OF THE ENGINEERING AND CONSTRUCTION PROGRAMS

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	3,075,807	3,051,275	3,124,490	2,895,916	2,895,916
20	CONTRACTUAL SERVICES	226,544	239,303	247,558	255,350	255,350
30	SUPPLIES & MATERIALS	19,670	16,046	17,750	17,150	17,150
40	BUSINESS & TRAVEL	70,847	76,139	95,455	95,155	95,155
50	CAPITAL OUTLAY	0	2,013	0	0	0
80	INTER-GOVERNMENTAL/INTER-FUND	44,136	44,990	0	4,000	4,000
	<b>GRAND TOTAL</b>	<b>3,437,004</b>	<b>3,429,766</b>	<b>3,485,253</b>	<b>3,267,571</b>	<b>3,267,571</b>
<b><u>SUMMARY BY FUND:</u></b>						
25	HIGHWAYS	3,437,004	3,429,766	3,485,253	3,267,571	3,267,571
	<b>GRAND TOTAL</b>	<b>3,437,004</b>	<b>3,429,766</b>	<b>3,485,253</b>	<b>3,267,571</b>	<b>3,267,571</b>
<b><u>SUMMARY BY DIVISION:</u></b>						
303125	BUREAU OF CAPITAL PROJECTS MANAGEMENT	724,708	731,235	731,151	687,849	687,849
303220	BUREAU OF CONSTRUCTION INSPECTIONS	2,712,296	2,698,531	2,754,102	2,579,722	2,579,722
	<b>GRAND TOTAL</b>	<b>3,437,004</b>	<b>3,429,766</b>	<b>3,485,253</b>	<b>3,267,571</b>	<b>3,267,571</b>

# STAFF SUMMARY

## PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT - HIGHWAYS FUND

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	3.00	164,259	3.00	164,259	3.00	164,259
Administrative Budget Technician I	1.00	66,338	1.00	66,338	1.00	66,338
Chief, Bureau of Construction Management	1.00	87,877	1.00	87,877	1.00	87,877
Chief, Construction Inspector	3.00	240,691	3.00	242,226	3.00	225,570
Chief, Vertical Inspector	1.00	75,475	1.00	75,475	1.00	75,475
Civil Engineer IV	1.00	105,670	1.00	105,670	1.00	105,670
Deputy Director of Public Works	1.00	105,448	1.00	105,448	1.00	105,448
Engineering Associate V	1.00	57,705	1.00	57,705	1.00	57,705
Inspector II	13.00	669,627	13.00	666,499	13.00	661,151
Inspector III	7.00	478,523	7.00	462,705	7.00	435,924
<b>SALARY TOTAL</b>	<b>32.00</b>	<b>2,051,613</b>	<b>32.00</b>	<b>2,034,202</b>	<b>32.00</b>	<b>1,985,417</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		168,232		264,446		178,688
Workers' Compensation		55,443		39,707		44,533
Health Benefits		380,159		422,500		422,187
Overtime & Shift Differential		105,000		101,000		101,000
FICA		164,982		163,458		159,611
Miscellaneous		4,480		4,480		4,480
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>878,296</b>		<b>995,591</b>		<b>910,499</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>94,697</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>32.00</b>	<b>2,929,909 *</b>	<b>32.00</b>	<b>3,124,490</b>	<b>32.00</b>	<b>2,895,916</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT****DIVISION: Bureau of Capital Projects Management****INDEX: 303125****ORIGIN/PURPOSE:**

The Bureau of Capital Projects Management provides comprehensive project management services for the design and construction of County-owned buildings and other capital projects for County departments and agencies in accordance with Sections 16-25 and 41-26 of the Harford County Code.

**FY '12 - '13 GOAL:**

1 TO ENSURE EFFECTIVE DELIVERY OF THE ENGINEERING AND CONSTRUCTION PROGRAMS

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	686,338	695,299	698,271	654,669	654,669
20	CONTRACTUAL SERVICES	15,595	13,223	15,150	15,750	15,750
30	SUPPLIES & MATERIALS	5,234	4,707	5,250	4,750	4,750
40	BUSINESS & TRAVEL	8,613	9,063	12,480	12,180	12,180
80	INTER-GOVERNMENTAL / INTER-FUND	8,928	8,943	0	500	500
	<b>GRAND TOTAL</b>	<b>724,708</b>	<b>731,235</b>	<b>731,151</b>	<b>687,849</b>	<b>687,849</b>
<b><u>FUNDING SOURCE:</u></b>						
25	HIGHWAYS	724,708	731,235	731,151	687,849	687,849

**DEPARTMENT: PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT****DIVISION: Bureau of Capital Projects Management****INDEX: 303125****FINANCIAL NOTES:**

The (\$43,302) net decrease in funding for Bureau of Capital Projects Management is the result of:

	FY 12	FY 13	CHANGE
o	21,329	0	(21,329) One-time FY 12 funds provided for 27th pay
o	59,733	41,354	(18,379) Pension/Retirement rate adjustments per Treasury's estimates
o	6,704	7,744	1,040 Workers' Compensation rate adjustments per Treasury's estimates
o	113,696	108,877	(4,819) Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	0	600	600 Uniform Rentals - shirts for Field Inspectors for easy identification by contractors and the general public
o	2,500	2,200	(300) Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change
	1,500	1,000	(500) General Office Supplies
	1,000	700	(300) Non-Targeted Charges-FVS
	0	500	500 Fleet Daily Carpool Rentals
	<u>2,500</u>	<u>2,200</u>	<u>(300)</u>

# DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT - HIGHWAYS FUND  
DIVISION: BUREAU OF CAPITAL PROJECTS MANAGEMENT

Index No. 303125

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	57,474	1.00	57,474	1.00	57,474
Chief, Vertical Inspector	1.00	75,475	1.00	75,475	1.00	75,475
Civil Engineer IV	1.00	105,670	1.00	105,670	1.00	105,670
Engineering Associate V	1.00	57,705	1.00	57,705	1.00	57,705
Inspector II	2.00	102,878	2.00	102,878	2.00	102,878
Inspector III	1.00	60,285	1.00	60,285	1.00	60,285
<b>SALARY TOTAL</b>	<b>7.00</b>	<b>459,487</b>	<b>7.00</b>	<b>459,487</b>	<b>7.00</b>	<b>459,487</b>
<b>OTHER PERSONAL SERVICES</b>						
Retirement & Pension		37,678		59,733		41,354
Workers' Compensation		9,266		6,704		7,744
Health Benefits		98,075		113,696		108,877
Overtime		5,000		1,000		1,000
FICA		35,534		35,342		35,227
Miscellaneous		980		980		980
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>186,533</b>		<b>217,455</b>		<b>195,182</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>21,329</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>7.00</b>	<b>646,020 *</b>	<b>7.00</b>	<b>698,271</b>	<b>7.00</b>	<b>654,669</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT**

**DIVISION: Bureau of Construction Inspections**

**INDEX: 303220**

**ORIGIN/PURPOSE:**

The Bureau of Construction Inspections (BCI) provides inspection services for construction of roads, bridges, storm water management facilities, water distribution lines, sewer lines and sewage pump stations, and commercial development infrastructure that will be transferred to county ownership. BCI also provides enforcement inspections of erosion and sediment control measures at all public and private construction sites county-wide.

**FY '12 - '13 GOAL:**

- 1 TO ENSURE EFFECTIVE DELIVERY OF THE ENGINEERING AND CONSTRUCTION PROGRAMS

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	2,389,469	2,355,976	2,426,219	2,241,247	2,241,247
20	CONTRACTUAL SERVICES	210,949	226,080	232,408	239,600	239,600
30	SUPPLIES & MATERIALS	14,436	11,339	12,500	12,400	12,400
40	BUSINESS & TRAVEL	62,234	67,076	82,975	82,975	82,975
50	CAPITAL OUTLAY	0	2,013	0	0	0
80	INTER-GOVERNMENTAL/INTER-FUND	35,208	36,047	0	3,500	3,500
	<b>GRAND TOTAL</b>	<b><u>2,712,296</u></b>	<b><u>2,698,531</u></b>	<b><u>2,754,102</u></b>	<b><u>2,579,722</u></b>	<b><u>2,579,722</u></b>
<b><u>FUNDING SOURCE:</u></b>						
25	HIGHWAYS	<b><u>2,712,296</u></b>	<b><u>2,698,531</u></b>	<b><u>2,754,102</u></b>	<b><u>2,579,722</u></b>	<b><u>2,579,722</u></b>

**DEPARTMENT: PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT****DIVISION: Bureau of Construction Inspections****INDEX: 303220****FINANCIAL NOTES:**

The (\$174,380) net decrease in funding for Bureau of Construction Inspections is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	1,574,715	1,525,930	(48,785)	Full Time Salaries
			(48,785)	Staff Turnover <u>(3.10%)</u>
o	73,368	0	(73,368)	One-time FY 12 funds provided for 27th pay
o	204,713	137,334	(67,379)	Pension/Retirement rate adjustments per Treasury's estimates
o	33,003	36,789	3,786	Workers' Compensation rate adjustments per Treasury's estimates
o	308,804	313,310	4,506	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	128,116	124,384	(3,732)	FICA adjustments
o	135,908	139,950	4,042	Space & Real Estate Rental - lease increase for offices at 15 N Bond Street
o	0	3,150	3,150	Uniform Rental - shirts for Field Inspectors to provide easy identification by contractors and the general public
o	0	3,500	3,500	Fleet Daily Carpool Rentals - employees are using vehicles from the carpool instead of their own vehicles
o	400	300	(100)	Paint - decrease based on actual expense history

# DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT - HIGHWAYS FUND  
DIVISION: BUREAU OF CONSTRUCTION INSPECTIONS

Index No. 303220

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	2.00	106,785	2.00	106,785	2.00	106,785
Administrative Budget Technician I	1.00	66,338	1.00	66,338	1.00	66,338
Chief, Bureau of Construction Mgt	1.00	87,877	1.00	87,877	1.00	87,877
Chief, Construction Inspector	3.00	240,691	3.00	242,226	3.00	225,570
Deputy Director of Public Works	1.00	105,448	1.00	105,448	1.00	105,448
Inspector II	11.00	566,749	11.00	563,621	11.00	558,273
Inspector III	6.00	418,238	6.00	402,420	6.00	375,639
<b>SALARY TOTAL</b>	<b>25.00</b>	<b>1,592,126</b>	<b>25.00</b>	<b>1,574,715</b>	<b>25.00</b>	<b>1,525,930</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		130,554		204,713		137,334
Workers' Compensation		46,177		33,003		36,789
Health Benefits		282,084		308,804		313,310
Overtime		100,000		100,000		100,000
FICA		129,448		128,116		124,384
Miscellaneous		3,500		3,500		3,500
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>691,763</b>		<b>778,136</b>		<b>715,317</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>73,368</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>25.00</b>	<b>2,283,889 *</b>	<b>25.00</b>	<b>2,426,219</b>	<b>25.00</b>	<b>2,241,247</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## DPW - CONSTRUCTION MANAGEMENT OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To ensure effective delivery of the Engineering and Construction programs.

### **Department Objective**

To maintain a level of inspector productivity that is equal to or greater than the industry standard.

### **County Goal(s) Supported**

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$480,000	\$480,000	\$420,000	\$420,000	\$420,000
Number of staff*	8	8	7	7	7
<b><u>Output:</u></b>					
Dollar cost of construction work that was inspected	\$11,612,594	\$13,711,311	\$10,713,325	\$10,000,000	\$10,000,000
<b><u>Efficiency:</u></b>					
Construction work inspected per inspector (measured in dollar cost of inspected work)	\$1,451,574	\$1,713,914	\$1,530,475	\$1,428,571	\$1,428,571
Target for each inspector (based on industry standard)	\$1,215,691	\$1,240,005	\$1,240,005	\$1,240,005	\$1,240,005
<b><u>Service Quality:</u></b>					
Percent of industry standard achieved	119%	138%	123%	115%	115%
<b><u>Outcome:</u></b>					
Inspection costs as a percentage of construction amount	4.1%	3.5%	3.9%	4.2%	4.2%

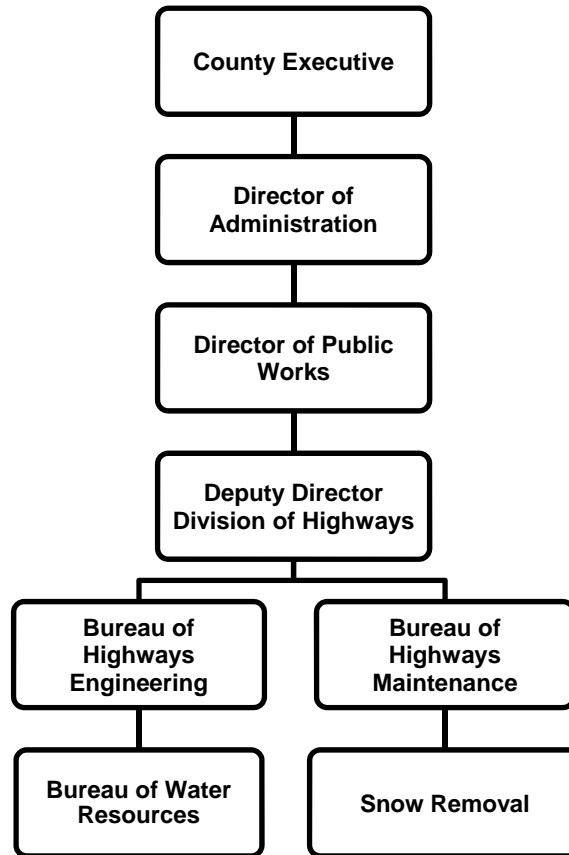
\*includes 6 to 7 County employees and consultants as needed

### **Explanation and Analysis of Performance Measures**

Industry standards suggest an annual target for the total value of construction projects that one inspector should be able to inspect. This measure presents the value of construction projects successfully inspected by Harford County inspectors as compared to the industry standard.

# DEPARTMENT OF PUBLIC WORKS

## DIVISION OF HIGHWAYS



## PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES

### ORIGIN/PURPOSE:

The Highways Division of the Department of Public Works has overall responsibility for the County's roadway network and stream quality. This charge is divided between three distinct functional areas:

**BUREAU OF WATER RESOURCES:** Responsibilities include review and approval of stormwater management and sediment control plans for development related and capital projects. In addition, the requirements of the National Pollution Discharge Elimination System Permit are handled by this section. These include watershed surveys and assessments, design and construction of stormwater management retrofits and stream restorations, inspection for illicit discharges, and a public information outreach.

**BUREAU OF ENGINEERING:** Responsibilities include engineering, design, and technical support of capital projects, development review, and drafting for highway related projects and other County agencies. In addition, this section performs traffic analysis for intersection improvements, future roads, speed studies, etc.

**BUREAU OF HIGHWAYS MAINTENANCE:** Responsible for maintenance and cleaning of roads, alleys, bridges, viaducts and underpasses, drains and culverts. This area is also responsible for the maintenance of approximately 1,055 miles of County roadways; 222 County bridges, which includes ten bridges shared with Baltimore County; over 25,000 signs; and over 5,392 street lights.

**Snow Removal:** Overtime cost, materials, meals, and other related expenses incurred for snow removal operations are budgeted in this account under the purview of the Bureau of Highways Maintenance.

### MISSION STATEMENT:

TO PROVIDE COMPREHENSIVE HIGH QUALITY ENGINEERING, MAINTAIN ROADWAY INFRASTRUCTURE, AND STREAM QUALITY IN A COST EFFECTIVE MANNER TO MEET THE NEEDS OF HARFORD COUNTY

### FY '12 - '13 KEY GOALS:

- 1 TO MAINTAIN THE CONDITION, EFFICIENCY AND SAFETY OF HARFORD COUNTY'S ROADWAY NETWORK
- 2 TO PROVIDE SAFE AND WELL MAINTAINED BRIDGES
- 3 TO IMPROVE STREAM WATER QUALITY THROUGH EFFECTIVE URBAN RUNOFF CONTROLS AND THROUGH STREAM RESTORATION PROGRAMS

# PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES

## ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	14,577,624	13,094,629	13,559,432	12,745,840	12,745,840
20	CONTRACTUAL SERVICES	4,256,930	2,829,694	2,608,570	3,083,020	3,083,020
30	SUPPLIES & MATERIALS	2,898,443	2,386,274	2,654,890	2,650,890	2,650,890
40	BUSINESS & TRAVEL	1,316,661	1,264,541	1,387,200	1,388,500	1,388,500
50	CAPITAL OUTLAY	113,416	7,719	3,000	4,000	4,000
70	MISCELLANEOUS	5,725,576	4,982,491	4,537,998	5,299,112	5,299,112
80	INTER-GOVERNMENTAL/INTER-FUND	685,324	716,462	0	600	600
	<b>GRAND TOTAL</b>	<b>29,573,974</b>	<b>25,281,810</b>	<b>24,751,090</b>	<b>25,171,962</b>	<b>25,171,962</b>

## **SUMMARY BY FUND:**

11	GENERAL	662,947	0	0	0	0
25	HIGHWAYS	28,911,027	25,281,810	24,751,090	25,171,962	25,171,962
	<b>GRAND TOTAL</b>	<b>29,573,974</b>	<b>25,281,810</b>	<b>24,751,090</b>	<b>25,171,962</b>	<b>25,171,962</b>

## **SUMMARY BY DIVISION:**

### **GENERAL FUND:**

301603	BUREAU OF WATER RESOURCES	662,947	0	0	0	0
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### **HIGHWAYS FUND:**

303210	BUREAU OF HIGHWAYS ENGINEERING	3,361,747	3,277,322	2,560,413	2,574,071	2,574,071
303310	BUREAU OF WATER RESOURCES	0	681,276	1,308,285	1,226,059	1,226,059
303410	BUREAU OF HIGHWAYS MAINTENANCE	21,696,648	19,709,548	19,415,732	19,905,172	19,905,172
303430	SNOW REMOVAL	3,852,632	1,613,664	1,466,660	1,466,660	1,466,660
	<b>GRAND TOTAL</b>	<b>29,573,974</b>	<b>25,281,810</b>	<b>24,751,090</b>	<b>25,171,962</b>	<b>25,171,962</b>

# STAFF SUMMARY

## PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES

### DIVISION OF HIGHWAYS AND WATER RESOURCES - HIGHWAYS FUND

Accounting Clerk I	0.00	0	0.00	0	1.00	30,200
Accounting Clerk II	1.00	46,568	1.00	46,568	0.00	0
Administrative Assistant I	1.00	35,595	0.00	0	0.00	0
Administrative Assistant II	5.00	234,981	5.00	245,052	6.00	287,442
Administrative Budget Technician I	1.00	51,398	1.00	51,398	1.00	51,398
Administrative Specialist I	2.00	113,100	3.00	162,163	3.00	162,163
Asset Manager	0.00	0	1.00	74,124	0.00	0
Assistant Superintendent of Highways	3.00	192,025	0.00	0	0.00	0
Central Stores Coordinator	1.00	34,250	0.00	0	1.00	39,063
Central Stores Manager	1.00	35,278	1.00	40,650	1.00	46,159
Chauffeur-Laborer	24.00	820,068	26.00	852,583	33.00	1,055,334
Chief, Construction Inspector	1.00	70,306	1.00	70,306	1.00	70,306
Chief, Engineering Division	1.00	120,025	1.00	120,025	1.00	120,025
Chief, Highways Division	1.00	84,648	1.00	86,292	1.00	86,292
Civil Engineer II	4.00	275,473	4.00	275,473	4.00	275,473
Civil Engineer III	6.00	592,273	6.00	592,273	6.00	592,273
Civil Engineer IV	1.00	109,159	1.00	109,159	1.00	109,159
Communications Specialist II	1.00	49,942	1.00	49,942	1.00	49,942
Crew Chief	11.00	556,332	12.00	593,501	12.00	592,647
Deputy Director of Public Works	1.00	123,401	1.00	123,401	1.00	123,401
Drafting Technician I	1.00	53,529	1.00	53,529	1.00	53,529
Engineering Associate I	2.00	73,275	3.00	119,843	2.00	79,668
Engineering Associate II	2.00	88,529	1.00	48,219	2.00	89,599
Engineering Associate IV	3.00	217,016	3.00	217,016	3.00	217,016
Engineering Associate V	3.00	260,494	3.00	261,253	3.00	261,253
Engineering Records Technician	1.00	70,963	1.00	70,963	1.00	70,963

# STAFF SUMMARY

## PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>DIVISION OF HIGHWAYS AND WATER RESOURCES - HIGHWAYS FUND</u></b>						
Equipment Operator	25.00	932,902	23.00	855,725	20.00	730,997
Equipment Operator Trainee	5.00	171,592	8.00	256,632	2.00	60,400
Equipment Repair Specialist	5.00	256,211	6.00	294,519	6.00	291,779
GIS Analyst II	1.00	56,657	1.00	56,657	1.00	56,000
GIS Coordinator	1.00	66,270	1.00	66,270	1.00	66,270
Inspector I	0.00	0	0.00	0	1.00	37,300
Inspector II	2.00	105,584	1.00	49,584	0.00	0
Inspector III	0.00	0	1.00	58,800	1.00	58,800
Laborer	11.00	310,719	5.00	160,849	5.00	161,214
Land Surveyor	1.00	84,090	1.00	84,090	1.00	84,090
Maintenance Supervisor	7.00	445,766	6.00	384,512	6.00	382,928
Management Assistant I	2.00	121,002	1.00	64,345	1.00	58,540
Management Assistant II	1.00	78,332	1.00	78,332	1.00	78,332
Road Marking Equipment Operator I	0.00	0	1.00	33,100	2.00	66,200
Road Marking Equipment Operator II	2.00	74,600	2.00	74,600	2.00	74,600
Road Marking Equipment Operator III	1.00	53,892	1.00	53,892	1.00	53,892
Senior Equipment Operator	14.00	613,745	15.00	646,629	15.00	646,629
Superintendent Highways	1.00	82,183	2.00	128,617	2.00	128,617
Trades / Laborer	3.00	124,332	5.00	195,976	5.00	184,732
Traffic Operations Supervisor	2.00	124,674	2.00	119,678	2.00	119,678
Traffic Sign Mechanic I	1.00	41,487	3.00	84,507	0.00	0
Traffic Sign Mechanic II	2.00	81,048	1.00	37,930	4.00	131,400
Traffic Sign Mechanic III	1.00	46,568	1.00	45,274	1.00	45,274
Utility Worker I	3.00	113,178	3.00	110,615	3.00	110,093
Utility Worker II	2.00	106,197	2.00	91,192	3.00	140,091
<b>FULL-TIME SALARIES</b>	171.00	8,399,657	171.00	8,296,058	172.00	8,231,161
<b>SALARY OFFSET</b>		(104,272)		0		0
<b>TOTAL FULL-TIME SALARIES</b>	171.00	8,295,385	171.00	8,296,058	172.00	8,231,161

**STAFF SUMMARY**

**PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES

**DIVISION OF HIGHWAYS AND WATER RESOURCES - HIGHWAYS FUND**

<b>TOTAL 27TH PAY COST</b>		0		385,681		0
<b>SUB-TOTAL HIGHWAYS FUND SALARIES</b>	<b>171.00</b>	<b>8,295,385</b>	<b>171.00</b>	<b>8,681,739</b>	<b>172.00</b>	<b>8,231,161</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		695,600		1,086,902		747,616
Workers' Compensation		467,077		336,434		385,319
Health Benefits		1,883,903		2,195,072		2,127,282
Overtime		560,000		560,000		560,000
FICA		675,295		675,345		670,382
Miscellaneous		23,800		23,940		24,080
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>4,305,675</b>		<b>4,877,693</b>		<b>4,514,679</b>

	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>DIVISION OF HIGHWAYS AND WATER RESOURCES TOTALS</u></b>						
<b>TOTAL FULL TIME SALARIES</b>	<b>171.00</b>	<b>8,399,657</b>	<b>171.00</b>	<b>8,296,058</b>	<b>172.00</b>	<b>8,231,161</b>
<b>TOTAL SALARY OFFSET</b>		<b>(104,272)</b>		<b>0</b>		<b>0</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>385,681</b>		<b>0</b>
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>4,305,675</b>		<b>4,877,693</b>		<b>4,514,679</b>
<b>DIVISION OF HIGHWAYS AND WATER RESOURCES SALARY TOTALS</b>	<b>171.00</b>	<b>12,601,060 *</b>	<b>171.00</b>	<b>13,559,432</b>	<b>172.00</b>	<b>12,745,840</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

# **PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES**

## **GENERAL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ENACTED FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	458,650	0	0	0	0
20	CONTRACTUAL SERVICES	184,652	0	0	0	0
30	SUPPLIES & MATERIALS	6,816	0	0	0	0
40	BUSINESS & TRAVEL	6,598	0	0	0	0
50	CAPITAL OUTLAY	1,314	0	0	0	0
70	MISCELLANEOUS	4,917	0	0	0	0
	<b>GRAND TOTAL</b>	<b>662,947</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **SUMMARY BY FUND:**

11	GENERAL	662,947	0	0	0	0
	<b>GRAND TOTAL</b>	<b>662,947</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **SUMMARY BY DIVISION:**

301603	BUREAU OF WATER RESOURCES	662,947	0	0	0	0
	<b>GRAND TOTAL</b>	<b>662,947</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES**

**DIVISION: Bureau of Water Resources**

**INDEX: 301603**

**ORIGIN/PURPOSE:**

All funds were transferred from #301603 to a new index #303310 - Bureau of Water Resources and will be appropriated under the Highways Fund instead of the General Fund.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	458,650	0	0	0	
20	CONTRACTUAL SERVICES	184,652	0	0	0	
30	SUPPLIES & MATERIALS	6,816	0	0	0	
40	BUSINESS & TRAVEL	6,598	0	0	0	
50	CAPITAL OUTLAY	1,314	0	0	0	
70	MISCELLANEOUS	4,917	0	0	0	
	<b>GRAND TOTAL</b>	<b>662,947</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	662,947	0	0	0	0

## PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES

### HIGHWAYS FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ENACTED FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	14,118,974	13,094,629	13,559,432	12,745,840	12,745,840
20	CONTRACTUAL SERVICES	4,072,278	2,829,694	2,608,570	3,083,020	3,083,020
30	SUPPLIES & MATERIALS	2,891,627	2,386,274	2,654,890	2,650,890	2,650,890
40	BUSINESS & TRAVEL	1,310,063	1,264,541	1,387,200	1,388,500	1,388,500
50	CAPITAL OUTLAY	112,102	7,719	3,000	4,000	4,000
70	MISCELLANEOUS	5,720,659	4,982,491	4,537,998	5,299,112	5,299,112
80	INTER-GOVERNMENTAL/INTER-FUND	685,324	716,462	0	600	600
	<b>GRAND TOTAL</b>	<b><u>28,911,027</u></b>	<b><u>25,281,810</u></b>	<b><u>24,751,090</u></b>	<b><u>25,171,962</u></b>	<b><u>25,171,962</u></b>

### **SUMMARY BY FUND:**

25	HIGHWAYS	<u>28,911,027</u>	<u>25,281,810</u>	<u>24,751,090</u>	<u>25,171,962</u>	<u>25,171,962</u>
	<b>GRAND TOTAL</b>	<b><u>28,911,027</u></b>	<b><u>25,281,810</u></b>	<b><u>24,751,090</u></b>	<b><u>25,171,962</u></b>	<b><u>25,171,962</u></b>

### **SUMMARY BY DIVISION:**

303210	BUREAU OF HIGHWAYS ENGINEERING	3,361,747	3,277,322	2,560,413	2,574,071	2,574,071
303310	BUREAU OF WATER RESOURCES	0	681,276	1,308,285	1,226,059	1,226,059
303410	BUREAU OF HIGHWAYS MAINTENANCE	21,696,648	19,709,548	19,415,732	19,905,172	19,905,172
303430	SNOW REMOVAL	<u>3,852,632</u>	<u>1,613,664</u>	<u>1,466,660</u>	<u>1,466,660</u>	<u>1,466,660</u>
	<b>GRAND TOTAL</b>	<b><u>28,911,027</u></b>	<b><u>25,281,810</u></b>	<b><u>24,751,090</u></b>	<b><u>25,171,962</u></b>	<b><u>25,171,962</u></b>

**DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES****DIVISION: Bureau of Highways Engineering****INDEX: 303210****ORIGIN/PURPOSE:**

The Bureau of Highways Engineering is a major division within the Department of Public Works. Its responsibilities are to provide engineering design and technical support for roadway and bridge projects throughout Harford County.

In addition, the Bureau of Highways Engineering provides the review/design and subsequent approval of subdivision/related roadways, traffic analysis, including but not limited to intersection improvements, future roads, speed studies, traffic calming measures, etc., storm drains, and bridge facilities, which when completed, become part of the Harford County infrastructure.

**FY '12 - '13 GOALS:**

- 1 TO MAINTAIN THE CONDITION, EFFICIENCY, AND SAFETY OF HARFORD COUNTY'S ROADWAY NETWORK
- 2 TO PROVIDE SAFE AND WELL MAINTAINED BRIDGES

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	3,256,720	3,115,357	2,389,545	2,402,703	2,402,703
20	CONTRACTUAL SERVICES	44,253	48,740	62,650	62,650	62,650
30	SUPPLIES & MATERIALS	13,433	14,518	15,335	14,835	14,835
40	BUSINESS & TRAVEL	31,724	31,040	36,100	35,900	35,900
50	CAPITAL OUTLAY	4,121	0	0	1,000	1,000
70	MISCELLANEOUS	0	56,533	56,783	56,783	56,783
80	INTER-GOVERNMENTAL/INTER-FUND	11,496	11,134	0	200	200
	<b>GRAND TOTAL</b>	<b>3,361,747</b>	<b>3,277,322</b>	<b>2,560,413</b>	<b>2,574,071</b>	<b>2,574,071</b>
<b><u>FUNDING SOURCE:</u></b>						
25	HIGHWAYS	<b>3,361,747</b>	<b>3,277,322</b>	<b>2,560,413</b>	<b>2,574,071</b>	<b>2,574,071</b>

**DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES****DIVISION: Bureau of Highways Engineering****INDEX: 303210****FINANCIAL NOTES:**

The \$13,658 net increase in funding for Bureau of Highways Engineering is the result of:

	FY 12	FY 13	CHANGE	
o	1,660,362	1,659,705	(657)	Full Time Salaries
			(657)	Staff Turnover (0.04%)
o		146,310	146,310	Position transferred from Bureau of Highways Maintenance:
				# of Positions Salary Fringe Total Civil Engineer III
				1.00 109,159 37,151 146,310
o	76,976	0	(76,976)	One-time FY 12 funds provided for 27th pay
o	215,847	149,373	(66,474)	Pension/Retirement rate adjustments per Treasury's estimates
o	14,685	16,685	2,000	Workers' Compensation rate adjustments per Treasury's estimates
o	293,427	302,431	9,004	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	8,000	8,000	0	Other Professional Services - various traffic studies, survey projects and road analysis on an as needed basis
o	13,500	13,000	(500)	Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change	
	1,500	1,000	(500)	Printing-Commercial
	12,000	11,800	(200)	County Owned Vehicles
	0	200	200	Fleet Daily Carpool Rentals
	<u>13,500</u>	<u>13,000</u>	<u>(500)</u>	
o	0	1,000	1,000	Equipment - traffic counter supplies
o	56,783	56,783	0	Grants & Contributions - Baltimore Metropolitan Council (BMC) dues

# DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES - HIGHWAYS FUND  
 DIVISION: BUREAU OF HIGHWAYS ENGINEERING

Index No. 303210

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	2.00	98,360	2.00	117,858	2.00	117,858
Administrative Budget Technician I	1.00	51,398	1.00	51,398	1.00	51,398
Administrative Specialist I	1.00	64,672	1.00	64,672	1.00	64,672
Chief, Construction Inspector	1.00	70,306	0.00	0	0.00	0
Chief, Engineering Division	1.00	120,025	1.00	120,025	1.00	120,025
Civil Engineer II	1.00	53,492	1.00	53,492	1.00	53,492
Civil Engineer III	5.00	503,516	4.00	394,357	5.00	503,516 A
Civil Engineer IV	1.00	109,159	0.00	0	0.00	0
Deputy Director of Public Works	1.00	123,401	1.00	123,401	1.00	123,401
Drafting Technician I	1.00	53,529	1.00	53,529	1.00	53,529
Engineering Associate I	2.00	73,275	1.00	46,568	1.00	46,568
Engineering Associate II	2.00	88,529	1.00	48,219	1.00	48,219
Engineering Associate IV	3.00	217,016	2.00	138,684	2.00	138,684
Engineering Associate V	3.00	260,494	1.00	91,847	1.00	91,847
Engineering Records Technician	1.00	70,963	1.00	70,963	1.00	70,963
GIS Analyst II	1.00	56,657	1.00	56,657	1.00	56,000
GIS Coordinator	0.00	0	1.00	66,270	1.00	66,270
Inspector II	2.00	105,584	0.00	0	0.00	0
Land Surveyor	1.00	84,090	1.00	84,090	1.00	84,090
Management Assistant II	1.00	78,332	1.00	78,332	1.00	78,332
<b>FULL-TIME SALARIES</b>	31.00	2,282,798	22.00	1,660,362	23.00	1,768,864
<b>SALARY OFFSET</b>		(35,980)		0		0
<b>SALARY TOTAL</b>	<b>31.00</b>	<b>2,246,818</b>	<b>22.00</b>	<b>1,660,362</b>	<b>23.00</b>	<b>1,768,864</b>

# DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES - HIGHWAYS FUND  
DIVISION: BUREAU OF HIGHWAYS ENGINEERING

Index No. 303210

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		187,189		215,847		159,198
Workers' Compensation		30,362		14,685		17,482
Health Benefits		388,866		293,427		320,616
FICA		169,740		125,168		133,323
Miscellaneous		4,340		3,080		3,220
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>780,497</b>		<b>652,207</b>		<b>633,839</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>76,976</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>31.00</b>	<b>3,027,315</b>	<b>22.00</b>	<b>2,389,545</b>	<b>23.00</b>	<b>2,402,703</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Civil Engineer III position transferred from Bureau of Highways Maintenance (303410) - #0730

## DPW - HIGHWAYS & WATER RESOURCES - HIGHWAYS ENGINEERING OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide safe and well maintained bridges.

### **Department Objective**

To increase the average rating of 221 County bridges while decreasing the number of bridges rated  $\leq 60$  in the County's bi-annual bridge inspection report.

### **County Goal(s) Supported**

I. Public Safety

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$2,017,000	\$1,600,000	\$5,110,000	\$2,770,000	\$3,600,000
Number of staff	2.5	2.5	2.0	2.0	2.5
<b><u>Output:</u></b>					
Number of bridges in need of repair (i.e. those having ratings $\leq 60$ )	21	23	26	27	26
<b><u>Efficiency:</u></b>					
Average cost to bring bridges up to satisfactory rating	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000
<b><u>Service Quality:</u></b>					
Percent of all bridges Countywide with rating of $\leq 60$	9.5%	10.4%	11.8%	12.2%	11.7%
<b><u>Outcome:</u></b>					
Average rating of all County bridges	80.4	80.5	80.5	80.4	80.5

### **Explanation and Analysis of Performance Measures**

Some identified repairs are fairly minor in nature and not considered an immediate safety or capacity issue. These smaller repairs, although counted as a deficiency, may be deferred for several years.

### **Related Plans and Policies**

Harford County Bridge Management Program

## DPW - HIGHWAYS & WATER RESOURCES - HIGHWAYS ENGINEERING OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To maintain the condition, efficiency and safety of Harford County's roadway network.

### **Department Objective**

To improve the efficiency of the resurfacing program and to upgrade the overall rating of the County's roadway network.

### **County Goal(s) Supported**

I. Public Safety

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$10,615,975	\$7,700,000	\$5,600,000	\$5,448,130	\$6,140,000
Number of staff	1	1	1	1	1
<b><u>Output:</u></b>					
Number of miles resurfaced	36.5	32.3	20.6	15	10.6
Number of miles micro-surfaced	8.5	8.6	12	26	32
<b><u>Efficiency:</u></b>					
Cost per mile for resurfacing	\$275,000	\$230,000	\$240,000	\$240,000	\$250,000
Cost per mile for micro-surfacing	\$69,000	\$60,000	\$90,000	\$90,000	\$90,000
<b><u>Service Quality:</u></b>					
Average number of days to complete a resurfacing project	45	45	45	45	45
<b><u>Outcome:</u></b>					
Percent of roads rated $\leq 75$ that receive a resurfacing	32%	60%	32%	15%	18%
Percent of County asphalt roads that are rated $\leq 75$	12.3%	8%	11%	11%	10%

### **Explanation and Analysis of Performance Measures**

The County is taking a proactive approach to the road infrastructure versus a reactive approach by striving to reduce each year the percentage of roads needing to be overlaid. This will allow citizens to travel on well maintained roads, reducing damage to vehicles and producing an aesthetically pleasing environment. The increased annual budget outlays will not have a noticeable impact on the average rating for several years.

**DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES****DIVISION: Bureau of Water Resources****INDEX: 303310****ORIGIN/PURPOSE:**

Responsibilities include review and approval of stormwater management and sediment control plans for development related and capital projects. In addition, the requirements of the National Pollution Discharge Elimination System (NPDES) Permit are handled by this section. These include watershed surveys and assessments, design and construction of stormwater management retrofits and stream restorations, inspection for illicit discharges, and a public information outreach.

**FY '12 - '13 GOAL:**

3 TO IMPROVE STREAM WATER QUALITY THROUGH EFFECTIVE URBAN RUNOFF CONTROLS AND THROUGH STREAM RESTORATION PROGRAMS

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	0	504,521	1,258,870	1,170,494	1,170,494
20	CONTRACTUAL SERVICES	0	161,221	25,020	28,970	28,970
30	SUPPLIES & MATERIALS	0	7,371	10,795	10,795	10,795
40	BUSINESS & TRAVEL	0	8,132	13,600	15,600	15,600
80	INTER-GOVERNMENTAL/INTER-FUND	0	31	0	200	200
	<b>GRAND TOTAL</b>	<b>0</b>	<b>681,276</b>	<b>1,308,285</b>	<b>1,226,059</b>	<b>1,226,059</b>
<b><u>FUNDING SOURCE:</u></b>						
25	HIGHWAYS	0	681,276	1,308,285	1,226,059	1,226,059

**DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES****DIVISION: Bureau of Water Resources****INDEX: 303310****FINANCIAL NOTES:**

The (\$82,226) net decrease in funding for Bureau of Water Resources is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	876,128	865,049	(11,079)	Full Time Salaries
			1,205	Salary adjustments based on the recommendations of the Department of Human Resources
			(12,284)	Staff Turnover (1.40%)
			<u>(11,079)</u>	
o	40,650	0	(40,650)	One-time FY 12 funds provided for 27th pay
o	113,897	77,854	(36,043)	Pension/Retirement rate adjustments per Treasury's estimates
o	7,349	8,182	833	Workers' Compensation rate adjustments per Treasury's estimates
o	152,289	151,699	(590)	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	66,877	66,030	(847)	FICA adjustment
o	10,000	10,000	0	Other Professional Services - funding is provided for unanticipated study/design services and consulting
o	2,200	4,000	1,800	Telephone Service - increase due to addition of Verizon data lines for Field Personnel
o	2,000	4,150	2,150	Data Processing Software - Geographic Information System (GIS) License - increase due to transfer of employees

**DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES**

**DIVISION: Bureau of Water Resources**

**INDEX: 303310**

**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	9,300	11,500	2,200	Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change	
	5,000	4,800	(200)	County Owned Vehicle
	2,500	3,500	1,000	Fuel Charges
	1,800	3,000	1,200	Membership Fees & Dues
	0	200	200	Fleet Daily Carpool Rentals
	<u>9,300</u>	<u>11,500</u>	<u>2,200</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES - HIGHWAYS FUND  
DIVISION: BUREAU OF WATER RESOURCES

Index No. 303310

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist I	1.00	48,428	1.00	48,428	1.00	48,428
Chief, Construction Inspector	0.00	0	1.00	70,306	1.00	70,306
Civil Engineer II	3.00	221,981	3.00	221,981	3.00	221,981
Civil Engineer III	1.00	88,757	1.00	88,757	1.00	88,757
Civil Engineer IV	0.00	0	1.00	109,159	1.00	109,159
Engineering Associate I	0.00	0	1.00	40,175	0.00	0
Engineering Associate II	0.00	0	0.00	0	1.00	41,380 A
Engineering Associate IV	0.00	0	1.00	78,332	1.00	78,332
Engineering Associate V	0.00	0	2.00	169,406	2.00	169,406
GIS Coordinator	1.00	66,270	0.00	0	0.00	0
Inspector I	0.00	0	0.00	0	1.00	37,300 B
Inspector II	0.00	0	1.00	49,584	0.00	0
<b>SALARY TOTAL</b>	<b>6.00</b>	<b>425,436</b>	<b>12.00</b>	<b>876,128</b>	<b>12.00</b>	<b>865,049</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		34,886		113,897		77,854
Workers' Compensation		4,973		7,349		8,182
Health Benefits		43,267		152,289		151,699
FICA		32,546		66,877		66,030
Miscellaneous		840		1,680		1,680
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>116,512</b>		<b>342,092</b>		<b>305,445</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>40,650</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>6.00</b>	<b>541,948 *</b>	<b>12.00</b>	<b>1,258,870</b>	<b>12.00</b>	<b>1,170,494</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Engineering Associate I upgraded to an Engineering Associate II - #3401

B - One (1) vacant Inspector II position filled as an Inspector I - #1374

## DPW - HIGHWAYS & WATER RESOURCES - WATER RESOURCES OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To improve stream water quality through effective urban runoff controls and through stream restoration programs.

### **Department Objective**

To increase the amount of impervious cover treated.

### **County Goal(s) Supported**

III. Efficient County Government

V. Environmental Stewardship

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Assessments initiated	\$452,000	\$355,000	\$369,000	\$350,000	\$350,000
Concept designs initiated	\$0	\$125,000	\$196,000	\$0	\$0
Final designs initiated	\$266,000	\$241,000	\$0	\$650,000	\$650,000
Retrofit costs	\$0	\$17,000	\$659,000	\$600,000	\$600,000
Stream restoration costs	\$375,504	\$0	\$115,000	\$300,000	\$300,000
Grants	\$140,000	\$310,000	\$93,000	\$250,000	\$250,000
<b><u>Output:</u></b>					
Number of retrofits constructed	0	0	5	2	10
Acres treated by retrofit	0	0	10	15	15
Number of stream restorations constructed	1	0	1	1	5
Acres treated by stream restoration	6	0	5	15	15
<b><u>Efficiency:</u></b>					
Cost per acre treated by retrofit	\$0	\$0	\$66,000	\$40,000	\$40,000
Cost per acre treated by stream restoration	\$62,584	\$0	\$20,000	\$20,000	\$20,000
<b><u>Service Quality:</u></b>					
Number of properties impacted by retrofit/restoration	26	0	18	20	40
Number of property owners responding to questionnaire	N/A*	18	N/A**	10	20
Percent of property owners responding good or excellent	N/A*	88%	N/A**	90%	90%
<b><u>Outcome:</u></b>					
Cumulative percent of impervious acres treated	5.4%	5.4%	6.0%	7.1%	8.3%
Cumulative acres treated	139.6	139.6	154.6	184.6	214.6

\*These are new measures being tracked by the Department of Public Works, therefore data for previous years is unavailable.

\*\*Five projects were completed in FY 11, four were on public land. The remaining project questionnaires have not yet been sent out.

### **Explanation and Analysis of Performance Measures**

The outcome is a cumulative percentage. Under the County's municipal National Pollutant Discharge Elimination System (NPDES) permit, the County is required to treat 10% of this total every 5 years (i.e. FY 2004 should be 10%, FY 2009 should be 20%, etc.). The acres untreated accounts for acres developed prior to stormwater management regulations or areas that were developed with waivers or exemptions after stormwater management regulations were adopted. All new impervious area will be required to provide management under new stormwater management regulations. Costs include design, construction and administrative cost for projects constructed. The amount treated applied to non-structural practices such as street sweeping or public outreach needs to be determined. This will increase the percentages treated.

### **Major Related Plans and Policies**

Municipal NPDES permit

**DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES****DIVISION: Bureau of Highways Maintenance****INDEX: 303410****ORIGIN/PURPOSE:**

Governed by Code of Harford County, Chapter 16, Article IV, Section 25, the Bureau of Highways Maintenance is responsible for the maintenance and cleaning of roads, alleys, bridges, viaducts and underpasses, drains, and culverts. Inherent in this mission are the repair, maintenance, snow removal, and traffic control of approximately 1,055 miles of County roadways; 222 County bridges, which includes ten bridges shared with Baltimore County; over 25,000 signs; and over 5,392 street lights.

**FY '12 - '13 GOAL:**

1 TO MAINTAIN THE CONDITION, EFFICIENCY, AND SAFETY OF HARFORD COUNTY'S ROADWAY NETWORK

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	9,537,232	8,994,599	9,480,417	8,742,043	8,742,043
20	CONTRACTUAL SERVICES	2,825,681	2,526,178	2,374,900	2,845,400	2,845,400
30	SUPPLIES & MATERIALS	1,580,398	1,324,428	1,738,700	1,735,200	1,735,200
40	BUSINESS & TRAVEL	1,278,339	1,225,369	1,337,500	1,337,000	1,337,000
50	CAPITAL OUTLAY	80,511	7,719	3,000	3,000	3,000
70	MISCELLANEOUS	5,720,659	4,925,958	4,481,215	5,242,329	5,242,329
80	INTER-GOVERNMENTAL/INTER-FUND	673,828	705,297	0	200	200
	<b>GRAND TOTAL</b>	<b>21,696,648</b>	<b>19,709,548</b>	<b>19,415,732</b>	<b>19,905,172</b>	<b>19,905,172</b>
<b><u>FUNDING SOURCE:</u></b>						
25	HIGHWAYS	<b>21,696,648</b>	<b>19,709,548</b>	<b>19,415,732</b>	<b>19,905,172</b>	<b>19,905,172</b>

**DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES****DIVISION: Bureau of Highways Maintenance****INDEX: 303410****FINANCIAL NOTES:**

The \$489,440 net increase in funding for the Bureau of Highways Maintenance is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	5,759,568	5,674,007	(85,561)	Full Time Salaries
			18,849	Salary adjustments based on the recommendations of the Department of Human Resources
			(104,410)	Staff Turnover (1.81%)
			<u>(85,561)</u>	
o		58,569	58,569	Position created during FY 12 from abolished Procurement position:
			# of Positions	Salary
			1.00	32,400
				Fringe
				26,169
				Total
				58,569
				Laborer
o		(147,099)	(147,099)	Position transferred to Bureau of Highways Engineering:
			# of Positions	Salary
			(1.00)	(109,159)
				Fringe
				(37,940)
				Total
				(147,099)
				Civil Engineer III
o	268,055	0	(268,055)	One-time FY 12 funds provided for 27th pay
o	757,158	521,839	(235,319)	Pension/Retirement rate adjustments per Treasury's estimates
o	314,400	357,894	43,494	Workers' Compensation rate adjustments per Treasury's estimates
o	1,749,356	1,651,499	(97,857)	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	452,700	446,154	(6,546)	FICA adjustments
o	120,000	8,000	(112,000)	Temporary Services - reduced number of flaggers to two for sealing operations
o	663,000	1,295,000	632,000	Grounds Maintenance - increasing tree crews from two to four plus additional mowing to meet National Pollutant Discharge Elimination System (NPDES) permit requirements for ponds
o	186,800	186,800	0	Other Professional Services - for road projects, contractual dig-out and patch contract
o	635,000	435,000	(200,000)	Bituminous Concrete - blacktop for road projects decreased based on actual expense history

**DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES****DIVISION: Bureau of Highways Maintenance****INDEX: 303410****FINANCIAL NOTES:**

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	450,000	650,000	200,000	Liquid Bituminous - increased to shorten road maintenance cycle from every 7 years to every 5 years
o	1,441,463	2,046,317	604,854	Pro Rata Shares for support of General Fund administrative services
o	2,000,000	2,000,000	0	Highways funds used to support Board of Education Transportation
o	1,039,752	1,196,012	156,260	Traffic Safety Reimbursement - to offset the expenses of the Sheriff's Traffic Safety Unit
o	3,000	3,000	0	Equipment - replacement of saws
o	0	200	200	Fleet Daily Carpool Rentals - employees using carpool vehicles instead of their own vehicle
o	1,848,500	1,795,000	(53,500)	Line items significantly adjusted, based on actual expense history:

<b>FY 12</b>	<b>FY 13</b>	<b>Change</b>	
1,035,000	985,000	(50,000)	Electricity
1,500	2,000	500	Emergency Reporting Systems
4,000	5,000	1,000	Paper Supplies
5,500	4,500	(1,000)	Janitorial Supplies & Equipment
1,000	700	(300)	Medical Supplies
1,200	1,000	(200)	Oil & Lubricants
13,000	10,000	(3,000)	Other Supplies & Materials
500,000	535,000	35,000	Fuel Charges
285,000	250,000	(35,000)	Non-Targeted Charges - FVS
500	400	(100)	Professional Books
300	400	100	Membership Fees & Dues
1,500	1,000	(500)	Training Seminars
<u>1,848,500</u>	<u>1,795,000</u>	<u>(53,500)</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS - HIGHWAYS FUND  
DIVISION: BUREAU OF HIGHWAYS MAINTENANCE

Index No. 303410

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accounting Clerk I	0.00	0	0.00	0	1.00	30,200 A
Accounting Clerk II	1.00	46,568	1.00	46,568	0.00	0
Administrative Assistant I	1.00	35,595	0.00	0	0.00	0
Administrative Assistant II	3.00	136,621	3.00	127,194	4.00	169,584 B
Administrative Specialist I	0.00	0	1.00	49,063	1.00	49,063
Asset Manager	0.00	0	1.00	74,124	0.00	0
Assistant Superintendent of Highways	3.00	192,025	0.00	0	0.00	0
Central Stores Coordinator	1.00	34,250	0.00	0	1.00	39,063 C
Central Stores Manager	1.00	35,278	1.00	40,650	1.00	46,159
Chauffeur-Laborer	24.00	820,068	26.00	852,583	33.00	1,055,334 D
Chief, Highways Division	1.00	84,648	1.00	86,292	1.00	86,292
Civil Engineer III	0.00	0	1.00	109,159	0.00	0 E
Communications Specialist II	1.00	49,942	1.00	49,942	1.00	49,942
Crew Chief	11.00	556,332	12.00	593,501	12.00	592,647
Engineering Associate I	0.00	0	1.00	33,100	1.00	33,100
Equipment Operator	25.00	932,902	23.00	855,725	20.00	730,997 F
Equipment Operator Trainee	5.00	171,592	8.00	256,632	2.00	60,400
Equipment Repair Specialist	5.00	256,211	6.00	294,519	6.00	291,779
Inspector III	0.00	0	1.00	58,800	1.00	58,800
Laborer	11.00	310,719	5.00	160,849	5.00	161,214
Maintenance Supervisor	7.00	445,766	6.00	384,512	6.00	382,928
Management Assistant I	2.00	121,002	1.00	64,345	1.00	58,540
Road Marking Equipment Operator I	0.00	0	1.00	33,100	2.00	66,200 G
Road Marking Equipment Operator II	2.00	74,600	2.00	74,600	2.00	74,600
Road Marking Equipment Operator III	1.00	53,892	1.00	53,892	1.00	53,892
Senior Equipment Operator	14.00	613,745	15.00	646,629	15.00	646,629
Superintendent Highways	1.00	82,183	2.00	128,617	2.00	128,617
Trades/Laborer	3.00	124,332	5.00	195,976	5.00	184,732
Traffic Operations Supervisor	2.00	124,674	2.00	119,678	2.00	119,678

**DIVISION STAFF SUMMARY**

**DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS - HIGHWAYS FUND**  
**DIVISION: BUREAU OF HIGHWAYS MAINTENANCE**

Index No. 303410

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Traffic Sign Mechanic I	1.00	41,487	3.00	84,507	0.00	0
Traffic Sign Mechanic II	2.00	81,048	1.00	37,930	4.00	131,400 H
Traffic Sign Mechanic III	1.00	46,568	1.00	45,274	1.00	45,274
Utility Worker I	3.00	113,178	3.00	110,615	3.00	110,093
Utility Worker II	2.00	106,197	2.00	91,192	3.00	140,091 I
<b>FULL-TIME SALARIES</b>	134.00	5,691,423	137.00	5,759,568	137.00	5,597,248
<b>SALARY OFFSET</b>		(68,292)		0		0
<b>SALARY TOTAL</b>	<b>134.00</b>	<b>5,623,131</b>	<b>137.00</b>	<b>5,759,568</b>	<b>137.00</b>	<b>5,597,248</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		473,525		757,158		510,564
Workers' Compensation		431,742		314,400		359,655
Health Benefits		1,451,770		1,749,356		1,654,967
Overtime		160,000		160,000		160,000
FICA		442,409		452,700		440,429
Miscellaneous		18,620		19,180		19,180
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>2,978,066</b>		<b>3,452,794</b>		<b>3,144,795</b>
<b>TOTAL 27TH PAY COST</b>		0		268,055		0
<b>TOTAL PERSONAL SERVICES</b>	<b>134.00</b>	<b>8,601,197 *</b>	<b>137.00</b>	<b>9,480,417</b>	<b>137.00</b>	<b>8,742,043</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

# **DIVISION STAFF SUMMARY**

**DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS - HIGHWAYS FUND**  
**DIVISION: BUREAU OF HIGHWAYS MAINTENANCE**

Index No. 303410

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES

- A - One (1) vacant Asset Manager position filled as an Accounting Clerk I - #0868
- B - One (1) vacant Accounting Clerk II position filled as an Administrative Assistant II - #2152
- C - One (1) Equipment Operator position reclassified as a Central Store Coordinator - #0862
- D - Three (3) vacant Equipment Operator positions filled as Chauffeur Laborers - #0830, #0821 and #0863
  - Two (2) vacant Equipment Operator Trainee positions filled as Chauffeur Laborers - #1700 and #2136
  - One (1) Laborer positions upgraded to a Chauffeur Laborer - #0196
  - One (1) Equipment Operator Trainee position downgraded to a Chauffeur Laborer - #0895
- E - One (1) Civil Engineer III position transferred to Bureau of Highways Engineering (303210) - #0730
- F - One (1) vacant Equipment Operator Trainee position filled as an Equipment Operator - #2502
  - Two (2) Equipment Operator Trainee positions upgraded to Equipment Operators - #0884 and #3420
- G - One (1) Equipment Operator position reclassified as a Road Marking Equipment Operator I - #0768
- H - Three (3) Traffic Sign Mechanic I positions upgraded to Traffic Sign Mechanic II positions - #0848, #0896 and #3422
- I - One (1) vacant Equipment Operator position filled as a Utility Worker II - #0876

## DPW - HIGHWAYS & WATER RESOURCES - HIGHWAYS MAINTENANCE OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To maintain the condition, efficiency, and safety of the Harford County roadway network.

### **Department Objective**

To improve the efficiency of the striping program, and to stripe all County roads that require striping this year.

### **County Goal(s) Supported**

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$191,098	\$208,635	\$146,018	\$197,378	\$150,000
Number of staff	7	7	8	8	8
<b><u>Output:</u></b>					
Number of road miles striped	793.00	1,100.82	594.26	988.92	885.00
<b><u>Efficiency:</u></b>					
Cost per mile	\$240.98	\$189.53	\$245.71	\$199.59	\$169.49
<b><u>Service Quality:</u></b>					
Average amount of time spent per striping project	7.6 hours	7.6 hours	7.6 hours	7.6 hours	7.6 hours
<b><u>Outcome:</u></b>					
Percentage of roads that needed to be striped that were completed	79%	130%	70%	100%	100%

### **Explanation and Analysis of Performance Measures**

Although the Striping Program goal is 100%, this can vary based upon weather; scheduled and non-scheduled equipment maintenance, as well as crews allocated for various capital projects.

### **Related Plans and Policies**

Highway Maintenance Striping Program (Annual)

## DPW - HIGHWAYS & WATER RESOURCES - HIGHWAYS MAINTENANCE OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To maintain the condition, efficiency and safety of the Harford County roadway network.

### **Department Objective**

To improve the efficiency of the tar and chip / road rehabilitation program and to upgrade the overall rating of the County's roadway network.

### **County Goal(s) Supported**

I. Public Safety

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$1,234,413	\$880,593	\$595,653	\$575,622	\$714,000
Number of staff	12	12	12	13	13
<b><u>Output:</u></b>					
Miles of roads rehabilitated	98.78	71.92	66.39	59.00	61.00
<b><u>Efficiency:</u></b>					
Cost to rehabilitate roads per mile	\$12,496	\$12,244	\$8,972	\$10,000	\$10,000
<b><u>Service Quality:</u></b>					
Percentage of roads needing to be rehabilitated	25%	25%	25%	25%	25%
<b><u>Outcome:</u></b>					
Percentage of miles of tar and chip roads rated fair or better	75%	75%	75%	75%	75%

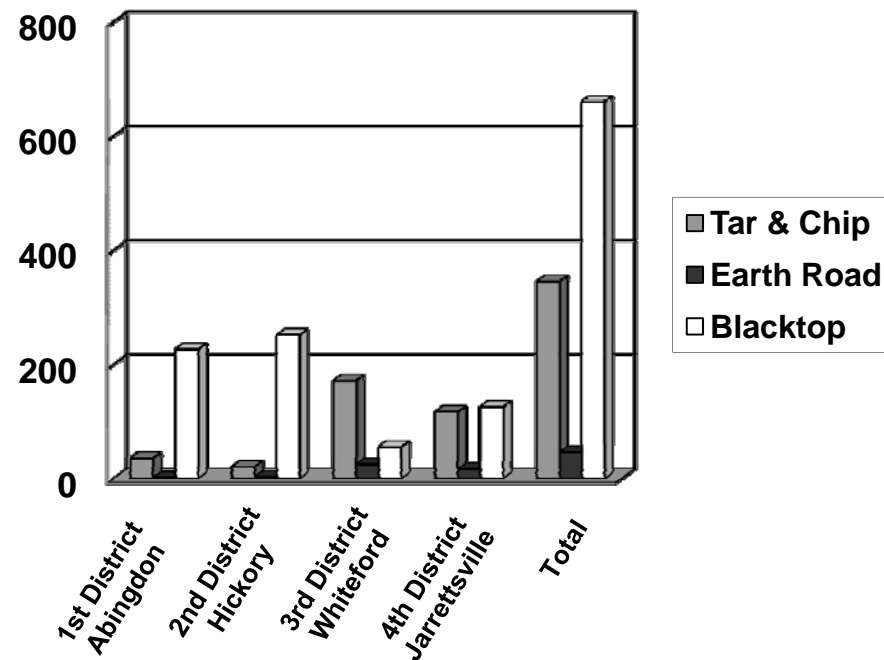
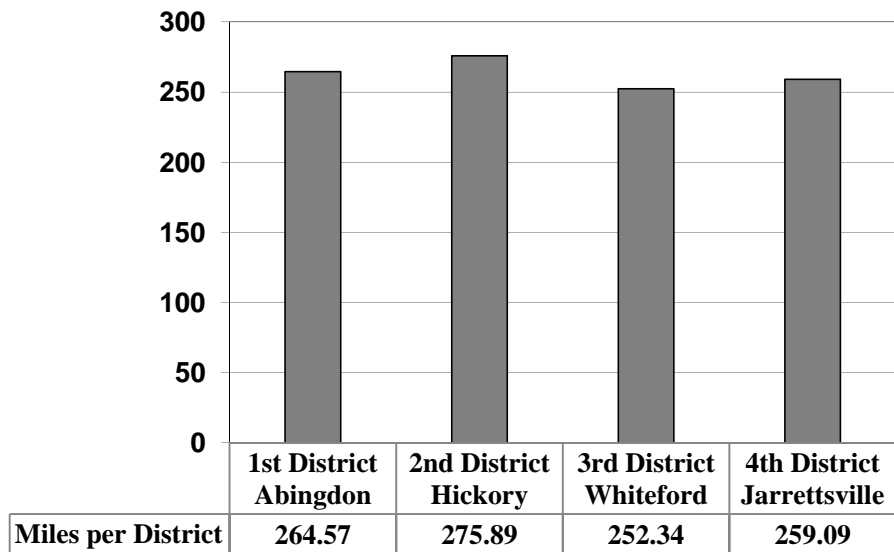
### **Explanation and Analysis of Performance Measures**

Performance measures for the Tar and Chip Program can vary based upon weather conditions, scheduled and non-scheduled equipment maintenance, vendor reliability and funding availability.

### **Related Plans and Policies**

Tar and Chip / Road Rehabilitation Program

# HARFORD COUNTY PUBLIC WORKS HIGHWAYS ROAD INVENTORY



**DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES****DIVISION: Bureau of Highways Maintenance - Snow Removal****INDEX: 303430****ORIGIN/PURPOSE:**

Governed by Code of Harford County Charter, Chapter 16, Article 6, Section 25, the Snow Removal Program, managed by the Bureau of Highways Maintenance, was established to analyze and forecast expenditure requirements of snow removal services in Harford County. Overtime for snow removal is budgeted under this account to allow for better accountability and control of overtime during snow removal. All labor (not including overtime) is allocated under the operating budget of Highways Maintenance. Harford County roadways are divided into approximately 75 snow routes, each with an average length of 18 miles.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	1,325,022	480,152	430,600	430,600	430,600
20	CONTRACTUAL SERVICES	1,202,344	93,555	146,000	146,000	146,000
30	SUPPLIES & MATERIALS	1,297,796	1,039,957	890,060	890,060	890,060
50	CAPITAL OUTLAY	27,470	0	0	0	0
	<b>GRAND TOTAL</b>	<b>3,852,632</b>	<b>1,613,664</b>	<b>1,466,660</b>	<b>1,466,660</b>	<b>1,466,660</b>
<b><u>FUNDING SOURCE:</u></b>						
25	HIGHWAYS	3,852,632	1,613,664	1,466,660	1,466,660	1,466,660

**DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS & WATER RESOURCES****DIVISION: Bureau of Highways Maintenance - Snow Removal****INDEX: 303430****FINANCIAL NOTES:**

No change in funding for the Bureau of Highways Maintenance - Snow Removal for FY 13:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	430,600	430,600	0 Overtime & FICA
o	140,000	140,000	0 Vehicle & Operating Equipment
o	3,000	3,000	0 Legal Notice
o	3,000	3,000	0 Operating Equipment
o	35,000	35,000	0 Meals - Special Purpose
o	50,000	50,000	0 Equipment Repair Parts
o	800,000	800,000	0 Sand, Salt, Other Bulk De-Icers
o	4,000	4,000	0 Other Supplies & Materials - for chains, cots, antifreeze, snow melt, windshield washer, etc.

# DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF HIGHWAYS AND WATER RESOURCES - HIGHWAYS FUND  
 DIVISION: SNOW REMOVAL

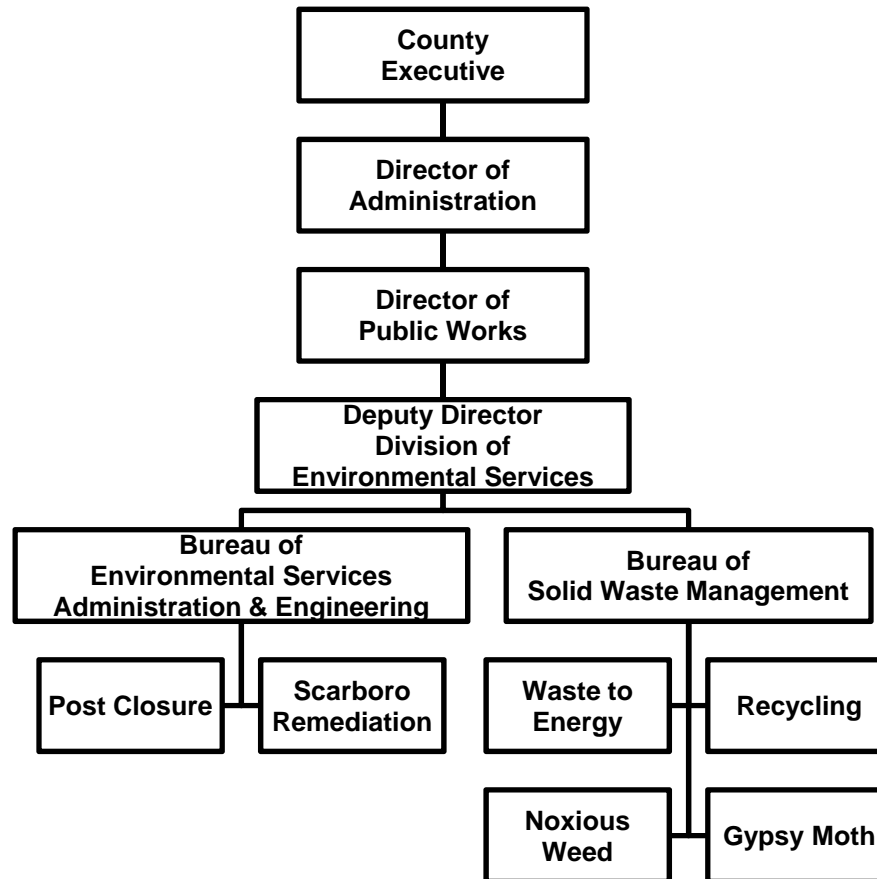
Index No. 303430

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Overtime		400,000		400,000		400,000
FICA		30,600		30,600		30,600
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>430,600</b>		<b>430,600</b>		<b>430,600</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>0.00</b>	<b>430,600 *</b>	<b>0.00</b>	<b>430,600</b>	<b>0.00</b>	<b>430,600</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

# DEPARTMENT OF PUBLIC WORKS

## DIVISION OF ENVIRONMENTAL SERVICES



## PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

### ORIGIN/PURPOSE:

The Division of Environmental Services implements the County's environmental, solid waste management and recycling programs. Responsibilities include management and technical support for solid waste management, environmental investigation, and remediation of County landfill operations, and support of environmental programs with other County agencies, such as site assessment and land development plan review. The division is divided into functional units as follows:

**BUREAU OF ENVIRONMENTAL SERVICES ADMINISTRATION & ENGINEERING:** Responsibilities include management and technical support for solid waste management, environmental investigation and remediation of County landfill operations, environmental assessments of County properties, and land development plan review.

**POST CLOSURE:** The Bureau of Environmental Services Administration & Engineering manages this operating budget which accounts for post closure care and monitoring costs associated with closed landfills.

**SCARBORO REMEDIATION:** This operating budget is administered by the Bureau of Environmental Services Administration & Engineering and accounts for monitoring and operating costs for the Scarboro Landfill remediation project.

**BUREAU OF SOLID WASTE MANAGEMENT:** Maintains and operates a safe and sanitary landfill in which to process and dispose of residential refuse, recyclables, yard waste and miscellaneous debris and oversees the following operations: the Harford Waste Disposal Center, the Lawn and Garden Composting operation, the Recycling Transfer Station, the Roadside Litter Control Program, the Used Oil and Antifreeze Program, and the Waste-to-Energy Facility.

**RECYCLING:** Responsible for educating and motivating the public to ensure that Harford County continues to reduce its waste stream through recycling efforts.

**GYPSY MOTH and NOXIOUS WEED:** Funding was transferred from the County Executive - Division of Agricultural Affairs #014000 in the FY 10 budget to the Department of Public Works - Division of Environmental Services.

### MISSION STATEMENT:

TO PROVIDE QUALITY ENVIRONMENTAL AND INTEGRATED SOLID WASTE MANAGEMENT PROGRAMS FOR THE CITIZENS OF HARFORD COUNTY

### FY '12 - '13 KEY GOALS:

- 1 TO PROVIDE FOR PROPER CLOSURE AND REMEDIATION OF ALL COUNTY-OWNED LANDFILLS
- 2 TO PROVIDE A RECYCLING PROGRAM THAT CONTINUES TO MEET OR EXCEED STATE MANDATED RECYCLING REQUIREMENTS AND COUNTY GOALS, AND THAT BEST SERVES THE GENERAL PUBLIC
- 3 TO PROVIDE ADEQUATE SOLID WASTE DISPOSAL CAPACITY FOR THE NEXT TEN YEARS AND BEYOND USING THE MOST APPROPRIATE TECHNOLOGIES

## PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	4,247,722	4,283,010	4,511,834	4,286,101	4,286,101
20	CONTRACTUAL SERVICES	9,240,025	9,033,940	9,772,346	9,995,871	9,995,871
30	SUPPLIES & MATERIALS	193,412	219,234	237,350	248,100	248,100
40	BUSINESS & TRAVEL	323,582	365,159	343,420	343,835	343,835
50	CAPITAL OUTLAY	63,229	8,445	39,000	17,000	17,000
70	MISCELLANEOUS	15,088	27,352	35,798	10,058	10,058
80	INTER-GOVERNMENTAL/INTER-FUND	139,932	140,142	0	0	0
	<b>GRAND TOTAL</b>	<b>14,222,990</b>	<b>14,077,282</b>	<b>14,939,748</b>	<b>14,900,965</b>	<b>14,900,965</b>

### **SUMMARY BY FUND:**

11	GENERAL	2,732,793	2,349,543	2,541,596	2,424,295	2,424,295
55	SOLID WASTE SERVICES	11,490,197	11,727,739	12,398,152	12,476,670	12,476,670
	<b>GRAND TOTAL</b>	<b>14,222,990</b>	<b>14,077,282</b>	<b>14,939,748</b>	<b>14,900,965</b>	<b>14,900,965</b>

### **SUMMARY BY DIVISION:**

#### **GENERAL FUND:**

301111	BUREAU OF ENVIRONMENTAL SERVICES					
	ADMINISTRATION & ENGINEERING	759,961	665,934	792,156	748,567	748,567
301241	RECYCLING	1,762,676	1,499,524	1,535,990	1,462,278	1,462,278
301251	POST CLOSURE	149,456	122,422	134,750	134,750	134,750
301261	SCARBORO REMEDIATION	60,700	45,188	53,700	53,700	53,700
301520	NOXIOUS WEED	0	8,000	8,000	8,000	8,000
301530	GYPSY MOTH	0	8,475	17,000	17,000	17,000

#### **SOLID WASTE SERVICES:**

301211	BUREAU OF SOLID WASTE MANAGEMENT	3,358,725	3,391,726	3,676,836	3,569,524	3,569,524
301271	WASTE TO ENERGY	8,131,472	8,336,013	8,721,316	8,907,146	8,907,146
	<b>GRAND TOTAL</b>	<b>14,222,990</b>	<b>14,077,282</b>	<b>14,939,748</b>	<b>14,900,965</b>	<b>14,900,965</b>

# STAFF SUMMARY

## PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>DIVISION OF ENVIRONMENTAL SERVICES - GENERAL FUND</u></b>						
Administrative Assistant I	0.00	0	1.00	33,100	1.00	33,100
Administrative Assistant II	1.00	57,474	0.00	0	0.00	0
Chief, Engineering Division	1.00	116,534	1.00	116,534	1.00	116,534
Civil Engineer IV	1.00	100,884	1.00	100,884	1.00	100,884
Deputy Director of Public Works	1.00	122,361	1.00	122,361	1.00	122,361
Engineering Associate III	1.00	70,963	0.00	0	0.00	0
Engineering Associate IV	0.00	0	1.00	74,511	1.00	74,511
Equipment Operator	3.00	115,946	3.00	126,107	3.00	126,107
Equipment Repair Specialist	1.00	53,460	1.00	53,460	1.00	53,460
Laborer	7.00	184,887	7.00	188,006	7.00	175,477
Management Assistant I	1.00	56,657	0.00	0	0.00	0
Management Assistant II	0.00	0	1.00	58,357	1.00	58,357
Recycling Program Coordinator	1.00	56,657	1.00	56,657	1.00	45,000
Recycling Program Manager	1.00	98,011	1.00	98,011	1.00	98,011
Senior Equipment Operator	3.00	136,032	3.00	128,124	3.00	128,348
Weighmaster / Attendant I	1.00	30,857	0.00	0	0.00	0
Weighmaster / Attendant II	1.00	44,029	1.00	44,029	1.00	44,029
Weighmaster / Attendant Trainee	0.00	0	1.00	23,700	1.00	23,700
<b>FULL-TIME SALARIES</b>	24.00	1,244,752	24.00	1,223,841	24.00	1,199,879
<b>SALARY OFFSET</b>		(70,963)		0		0
<b>TOTAL FULL-TIME SALARIES</b>	24.00	1,173,789	24.00	1,223,841	24.00	1,199,879
<b>TEMPORARY SALARIES</b>		0		0		6,590
<b>TOTAL 27TH PAY COST</b>		0		56,857		0
<b>SUB-TOTAL GENERAL FUND SALARIES</b>	<b>24.00</b>	<b>1,173,789</b>	<b>24.00</b>	<b>1,280,698</b>	<b>24.00</b>	<b>1,206,469</b>

# STAFF SUMMARY

## PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>DIVISION OF ENVIRONMENTAL SERVICES - BUREAU OF SOLID WASTE MANAGEMENT</u></b>						
Administrative Assistant I	1.00	47,896	1.00	47,896	1.00	47,896
Administrative Assistant II	2.00	85,859	1.00	39,132	1.00	39,132
Administrative Specialist I	0.00	0	1.00	49,063	1.00	49,063
Chauffeur Laborer	1.00	38,248	1.00	38,248	0.00	0
Chief, Solid Waste Management	1.00	101,865	1.00	101,865	1.00	101,865
Civil Engineer I	1.00	49,529	1.00	43,900	0.00	0
Crew Chief	3.00	186,081	3.00	186,081	3.00	186,081
Crew Leader I	0.00	0	1.00	33,100	1.00	33,100
Engineering Associate II	0.00	0	0.00	0	1.00	54,556
Equipment Operator	3.00	149,733	3.00	149,733	2.00	102,189
Equipment Operator Trainee	0.00	0	0.00	0	1.00	32,000
Equipment Repair Specialist	1.00	53,460	1.00	53,460	1.00	53,460
Laborer	4.00	137,571	4.00	121,711	5.00	183,513
Landfill Supervisor	1.00	61,351	1.00	61,351	1.00	61,351
Litter Control Program Leader	1.00	30,200	0.00	0	0.00	0
Senior Equipment Operator	7.00	289,829	7.00	294,129	7.00	289,829
Weighmaster/Attendant I	2.00	59,084	1.00	30,857	1.00	30,857
Weighmaster/Attendant II	5.00	258,586	5.00	237,457	5.00	245,057
Weighmaster/Attendant Trainee	0.00	0	1.00	23,700	1.00	23,700
<b>TOTAL FULL-TIME SALARIES</b>	<b>33.00</b>	<b>1,549,292</b>	<b>33.00</b>	<b>1,511,683</b>	<b>33.00</b>	<b>1,533,649</b>
<b>PART-TIME SALARIES</b>						
Laborer	0.00	0	0.00	0	0.60	13,566
Senior Equipment Operator	0.00	0	0.60	24,960	0.60	24,960
<b>TOTAL PART-TIME SALARIES</b>	<b>0.00</b>	<b>0</b>	<b>0.60</b>	<b>24,960</b>	<b>1.20</b>	<b>38,526</b>
<b>TEMPORARY SALARIES</b>		<b>30,000</b>		<b>13,900</b>		<b>0</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>72,246</b>		<b>0</b>
<b>SUB-TOTAL BUREAU OF SOLID WASTE MANAGEMENT SALARIES</b>	<b>33.00</b>	<b>1,579,292</b>	<b>33.60</b>	<b>1,622,789</b>	<b>34.20</b>	<b>1,572,175</b>

# STAFF SUMMARY

## PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>DIVISION OF ENVIRONMENTAL SERVICES</u></b>						
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		225,589		360,670		247,238
Workers' Compensation		167,740		120,715		138,441
Health Benefits		597,662		754,232		748,580
Overtime		143,000		143,000		143,000
FICA		219,982		221,610		221,938
Miscellaneous		7,840		8,120		8,260
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b><u>1,361,813</u></b>		<b><u>1,608,347</u></b>		<b><u>1,507,457</u></b>

<b><u>DIVISION OF ENVIRONMENTAL SERVICES TOTALS</u></b>						
<b>TOTAL FULL-TIME SALARIES</b>	<b>57.00</b>	<b>2,794,044</b>	<b>57.00</b>	<b>2,735,524</b>	<b>57.00</b>	<b>2,733,528</b>
<b>TOTAL PART-TIME SALARIES</b>	<b>0.00</b>	<b>0</b>	<b>0.60</b>	<b>24,960</b>	<b>1.20</b>	<b>38,526</b>
<b>TOTAL SALARY OFFSET</b>		<b>(70,963)</b>		<b>0</b>		<b>0</b>
<b>TOTAL TEMPORARY SALARIES</b>		<b>30,000</b>		<b>13,900</b>		<b>6,590</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>129,103</b>		<b>0</b>
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b><u>1,361,813</u></b>		<b><u>1,608,347</u></b>		<b><u>1,507,457</u></b>
<b>DIVISION OF ENVIRONMENTAL SERVICES TOTALS</b>	<b><u>57.00</u></b>	<b><u>4,114,894 *</u></b>	<b><u>57.60</u></b>	<b><u>4,511,834</u></b>	<b><u>58.20</u></b>	<b><u>4,286,101</u></b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

### GENERAL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ENACTED FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	1,806,147	1,726,802	1,917,758	1,798,792	1,798,792
20	CONTRACTUAL SERVICES	711,352	388,619	397,370	414,575	414,575
30	SUPPLIES & MATERIALS	95,487	131,393	101,450	112,650	112,650
40	BUSINESS & TRAVEL	53,693	58,849	72,220	71,220	71,220
50	CAPITAL OUTLAY	42,326	7,755	17,000	17,000	17,000
70	MISCELLANEOUS	15,088	27,352	35,798	10,058	10,058
80	INTER-GOVERNMENTAL/INTER-FUND	8,700	8,773	0	0	0
	<b>GRAND TOTAL</b>	<b><u>2,732,793</u></b>	<b><u>2,349,543</u></b>	<b><u>2,541,596</u></b>	<b><u>2,424,295</u></b>	<b><u>2,424,295</u></b>

### **SUMMARY BY FUND:**

11	GENERAL	<u>2,732,793</u>	<u>2,349,543</u>	<u>2,541,596</u>	<u>2,424,295</u>	<u>2,424,295</u>
	<b>GRAND TOTAL</b>	<b><u>2,732,793</u></b>	<b><u>2,349,543</u></b>	<b><u>2,541,596</u></b>	<b><u>2,424,295</u></b>	<b><u>2,424,295</u></b>

### **SUMMARY BY DIVISION:**

301111	BUREAU OF ENVIRONMENTAL SERVICES					
	ADMINISTRATION & ENGINEERING	759,961	665,934	792,156	748,567	748,567
301241	RECYCLING	1,762,676	1,499,524	1,535,990	1,462,278	1,462,278
301251	POST CLOSURE	149,456	122,422	134,750	134,750	134,750
301261	SCARBORO REMEDIATION	60,700	45,188	53,700	53,700	53,700
301520	NOXIOUS WEED	0	8,000	8,000	8,000	8,000
301530	GYPSY MOTH	0	8,475	17,000	17,000	17,000
	<b>GRAND TOTAL</b>	<b><u>2,732,793</u></b>	<b><u>2,349,543</u></b>	<b><u>2,541,596</u></b>	<b><u>2,424,295</u></b>	<b><u>2,424,295</u></b>

**DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES****DIVISION: Bureau of Environmental Services Administration & Engineering****INDEX: 301111****ORIGIN/PURPOSE:**

The Division of Environmental Services oversees the County's environmental, solid waste management, and recycling programs. Responsibilities include management and technical support for solid waste management, environmental investigation, and remediation of County landfill operations and support of environmental programs with other County agencies, such as site assessments and land development plan review.

**FY '12 - '13 GOAL:**

1 TO PROVIDE FOR PROPER CLOSURE AND REMEDIATION OF ALL COUNTY-OWNED LANDFILLS

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	696,474	613,073	740,508	697,659	697,659
20	CONTRACTUAL SERVICES	20,641	18,710	19,300	20,300	20,300
30	SUPPLIES & MATERIALS	2,465	2,924	3,100	3,100	3,100
40	BUSINESS & TRAVEL	16,593	11,577	18,450	17,450	17,450
70	MISCELLANEOUS	15,088	10,877	10,798	10,058	10,058
80	INTER-GOVERNMENTAL/INTER-FUND	8,700	8,773	0	0	0
	<b>GRAND TOTAL</b>	<b>759,961</b>	<b>665,934</b>	<b>792,156</b>	<b>748,567</b>	<b>748,567</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	759,961	665,934	792,156	748,567	748,567



# DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

DIVISION: BUREAU OF ENVIRONMENTAL SERVICES ADMINISTRATION & ENGINEERING

Index No. 301111

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	0.00	0	1.00	33,100	1.00	33,100
Administrative Assistant II	1.00	57,474	0.00	0	0.00	0
Chief, Engineering Division	1.00	116,534	1.00	116,534	1.00	116,534
Civil Engineer IV	1.00	100,884	1.00	100,884	1.00	100,884
Deputy Director of Public Works	1.00	122,361	1.00	122,361	1.00	122,361
Engineering Associate III	1.00	70,963	0.00	0	0.00	0
Engineering Associate IV	0.00	0	1.00	74,511	1.00	74,511
Management Assistant I	1.00	56,657	0.00	0	0.00	0
Management Assistant II	0.00	0	1.00	58,357	1.00	58,357
<b>TOTAL FULL-TIME SALARIES</b>	<b>6.00</b>	<b>524,873</b>	<b>6.00</b>	<b>505,747</b>	<b>6.00</b>	<b>505,747</b>
<b>SALARY OFFSET</b>		(70,963)		0		0
<b>SALARY TOTAL</b>	<b>6.00</b>	<b>453,910</b>	<b>6.00</b>	<b>505,747</b>	<b>6.00</b>	<b>505,747</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		37,221		65,747		45,517
Workers' Compensation		6,486		4,873		5,633
Health Benefits		64,727		91,977		92,036
Overtime		10,000		10,000		10,000
FICA		33,920		37,886		37,886
Miscellaneous		700		840		840
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>153,054</b>		<b>211,323</b>		<b>191,912</b>
<b>TOTAL 27TH PAY COST</b>		0		23,438		0
<b>TOTAL PERSONAL SERVICES</b>	<b>6.00</b>	<b>606,964 *</b>	<b>6.00</b>	<b>740,508</b>	<b>6.00</b>	<b>697,659</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## DPW - ENVIRONMENTAL SERVICES - ADMINISTRATION & ENGINEERING

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To provide for proper closure and remediation of all County-owned landfills.

#### **Department Objective**

To conduct long-term monitoring of environmental conditions at landfills to ensure regulatory compliance and environmental protection.

To operate and maintain, efficiently and in compliance with State permits, the Scarboro Remediation and Tollgate Landfill groundwater treatment systems and the landfill gas control systems at the Tollgate and Bush Valley Landfill.

#### **County Goal(s) Supported**

- I. Public Safety
- V. Environmental Stewardship

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$746,578	\$759,961	\$665,934	\$792,156	\$748,567
Number of staff	6	6	6	6	6
<b><u>Output:</u></b>					
Maximum total number of unscheduled days a groundwater treatment system is off-line per year	42	28	45	40	40
<b><u>Efficiency:</u></b>					
Number of days both systems are operational per year	686	702	685	690	690
<b><u>Service Quality:</u></b>					
Monthly treated effluent samples that comply with permit required	12	12	12	12	12
<b><u>Outcome:</u></b>					
Monthly samples that violated environmental standards	0	0	0	0	0

#### **Explanation and Analysis of Performance Measures**

Monthly samples of the effluent from two groundwater treatment systems are required to demonstrate that treated groundwater will not harm the environment. Permit required discharge standards are similar to drinking water standards. Systems are subject to several State permits. Regular reporting requirements and routine MDE inspections measure compliance of system operation. Systems operate 24 hours per day, 7 days per week. Continued operation is necessary to provide optimal protection of human health and the environment. Sampling and analysis of the groundwater is required to ensure regulatory compliance and environmental protection. Extended outages occurred in 2008 due to electrical surge damage to electronic controls, and in 2009 and 2010 due to extreme cold weather which froze system components.

#### **Major Related Plans and Policies**

Solid Waste Management Plan

**DEPARTMENT: PUBLIC WORKS - ENVIRONMENTAL SERVICES****DIVISION: Recycling****INDEX: 301241****ORIGIN/PURPOSE:**

The Recycling Office oversees the ongoing implementation of the County's Recycling Plan through the development of aggressive educational programs and the encouragement of residential and commercial/institutional generators to practice good source reduction, re-use, and recycling habits.

**FY '12 - '13 GOAL:**

- 2 TO PROVIDE A RECYCLING PROGRAM THAT CONTINUES TO MEET OR SURPASS STATE MANDATED RECYCLING REQUIREMENTS AND COUNTY GOALS, AND THAT BEST SERVES THE GENERAL PUBLIC

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	1,109,673	1,113,729	1,177,250	1,094,038	1,094,038
20	CONTRACTUAL SERVICES	550,872	251,651	249,720	250,720	250,720
30	SUPPLIES & MATERIALS	59,144	84,242	55,250	63,750	63,750
40	BUSINESS & TRAVEL	37,100	47,272	53,770	53,770	53,770
50	CAPITAL OUTLAY	5,887	2,630	0	0	0
	<b>GRAND TOTAL</b>	<b><u>1,762,676</u></b>	<b><u>1,499,524</u></b>	<b><u>1,535,990</u></b>	<b><u>1,462,278</u></b>	<b><u>1,462,278</u></b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	<b><u>1,762,676</u></b>	<b><u>1,499,524</u></b>	<b><u>1,535,990</u></b>	<b><u>1,462,278</u></b>	<b><u>1,462,278</u></b>

**DEPARTMENT: PUBLIC WORKS - ENVIRONMENTAL SERVICES****DIVISION: Recycling****INDEX: 301241****FINANCIAL NOTES:**

The (\$73,712) net decrease in funding for Environmental Services - Recycling is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	718,094	694,132	(23,962)	Full-time Salaries
			(23,962)	Staff Turnover <u>(3.34%)</u>
o	33,419	0	(33,419)	One-time FY 12 funds provided for 27th pay
o	93,352	62,472	(30,880)	Pension/Retirement rate adjustments per Treasury's estimates
o	37,179	43,058	5,879	Workers' Compensation rate adjustments per Treasury's estimates
o	202,228	203,230	1,002	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	57,458	55,626	(1,832)	FICA adjustments
o	20,000	30,000	10,000	Equipment Repair Parts - increase due to aging fleet
o	111,720	111,720	0	Other Professional Services adjusted based on actual cost of contract:

Process of Blue Bags  
Hazardous Waste Events Contract  
E-Cycling  
MES Contract

<b>FY 12</b>	<b>FY 13</b>	<b>Change</b>	<b>Explanation</b>
6,720	6,720	0	vacuum services for plastics
15,000	20,000	5,000	
20,000	15,000	(5,000)	Waste Oil Site Contract
70,000	70,000	0	
111,720	111,720	0	

**DEPARTMENT: PUBLIC WORKS - ENVIRONMENTAL SERVICES**

**DIVISION: Recycling**

**INDEX: 301241**

**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE
o	22,300	21,800	(500) Line items significantly adjusted, based on actual expense history:

FY 12	FY 13	Change	
8,800	9,800	1,000	Telephone Service
3,000	2,000	(1,000)	Building Supplies
1,000	2,000	1,000	Chemicals in Bulk
8,000	7,000	(1,000)	Safety Equipment
1,500	1,000	(500)	Crushed Aggregate
<u>22,300</u>	<u>21,800</u>	<u>(500)</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES - GENERAL FUNDS

DIVISION: RECYCLING

Index No. 301241

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Equipment Operator	3.00	115,946	3.00	126,107	3.00	126,107
Equipment Repair Specialist	1.00	53,460	1.00	53,460	1.00	53,460
Laborer	7.00	184,887	7.00	188,006	7.00	175,477
Recycling Program Coordinator	1.00	56,657	1.00	56,657	1.00	45,000
Recycling Program Manager	1.00	98,011	1.00	98,011	1.00	98,011
Senior Equipment Operator	3.00	136,032	3.00	128,124	3.00	128,348
Weighmaster/Attendant I	1.00	30,857	0.00	0	0.00	0
Weighmaster/Attendant II	1.00	44,029	1.00	44,029	1.00	44,029
Weighmaster/Attendant Trainee	0.00	0	1.00	23,700	1.00	23,700
<b>SALARY TOTAL</b>	<b>18.00</b>	<b>719,879</b>	<b>18.00</b>	<b>718,094</b>	<b>18.00</b>	<b>694,132</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		59,030		93,352		62,472
Workers' Compensation		51,588		37,179		43,058
Health Benefits		158,767		202,228		203,230
Overtime		33,000		33,000		33,000
FICA		57,596		57,458		55,626
Miscellaneous		2,520		2,520		2,520
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>362,501</b>		<b>425,737</b>		<b>399,906</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>33,419</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>18.00</b>	<b>1,082,380 *</b>	<b>18.00</b>	<b>1,177,250</b>	<b>18.00</b>	<b>1,094,038</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## DPW - ENVIRONMENTAL SERVICES - RECYCLING OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide a recycling program that continues to meet or exceed State mandated recycling requirements and County goals, and that best serves the general public.

### **Department Objective**

To continue to exceed the State mandated recycling rate of 20% by at least 5%.

### **County Goal(s) Supported**

V. Environmental Stewardship

VI. Quality Living

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$1,914,479	\$1,663,000	\$1,499,500	\$1,518,670	\$1,479,383
Number of staff (enacted)	13	13	13	13	13
<b><u>Output:</u></b>					
Gallons of motor oil recycled	67,898	86,752	85,563	72,500	75,000
Gallons of antifreeze recycled	4,437	4,917	6,164	4,800	5,000
Tons of white goods recycled	2,035	1,637	1,475	2,400	2,500
Number of pesticide containers recycled	1,968	3,500	5,300	3,000	4,000
Number of promotional projects	4	4	4	7	4
<b><u>Efficiency:</u></b>					
Net cost per ton of recyclables collected	\$9.44	\$8.44	\$8.83	\$7.37	\$7.40
<b><u>Service Quality:</u></b>					
Percent of residential recycling customers rating services as good or better	65%	65%	65%	75%	75%
<b><u>Outcome:</u></b>					
Percent of waste stream recycled	61%	60%	62%	63%	66%
Tonnage of materials removed from the waste stream	202,805	197,000	169,800	206,000	200,000

### **Explanation and Analysis of Performance Measures**

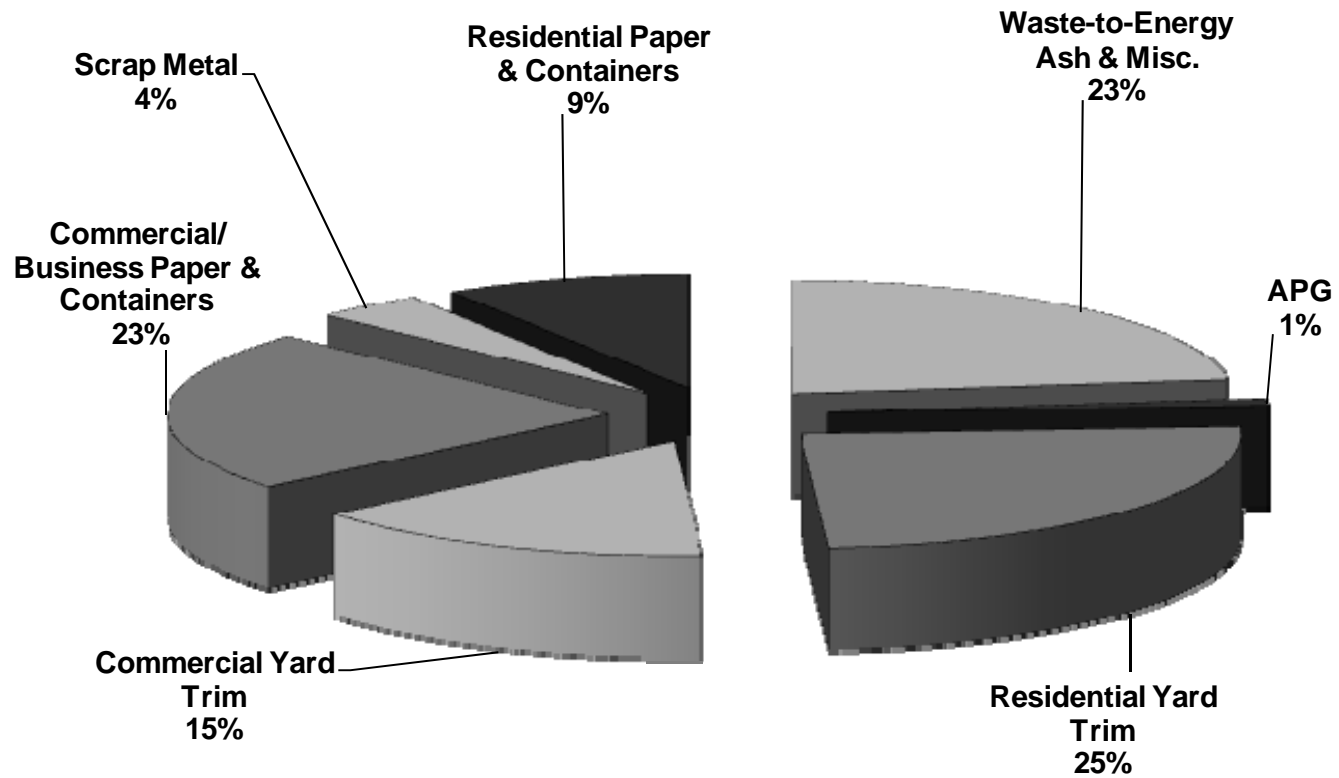
The solid waste stream is projected to decrease due to current and projected economic conditions and, therefore, the recycling tonnages are expected to decrease as well. Additional tonnage will be removed due to ash recycling at the Waste-to-Energy Plant and increased production of yard trim material.

### **Major Related Plans and Guidelines**

Harford County Recycling Plan and Solid Waste Management Plan

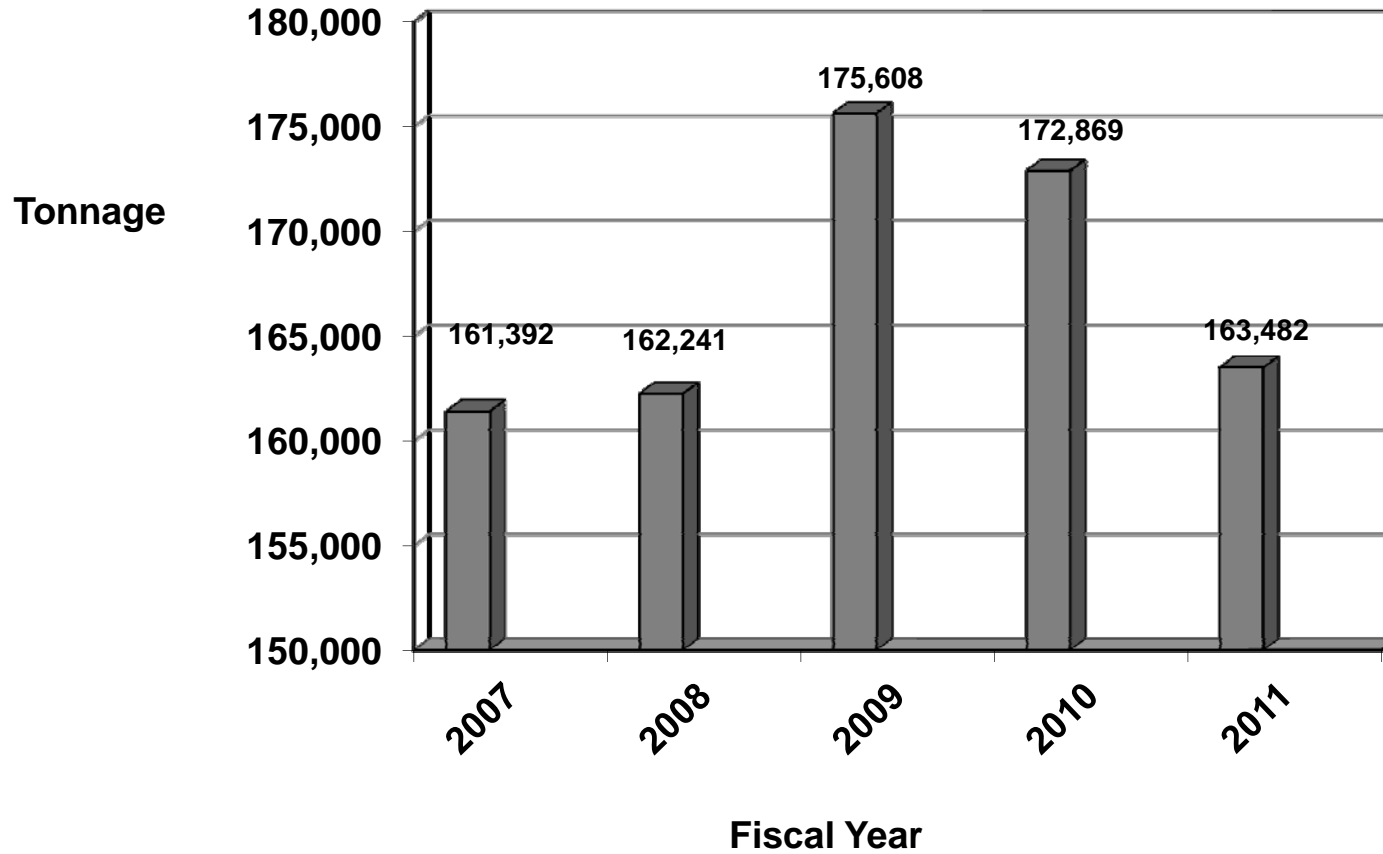
# MAJOR RECYCLING CATEGORIES

## (CY 2011)

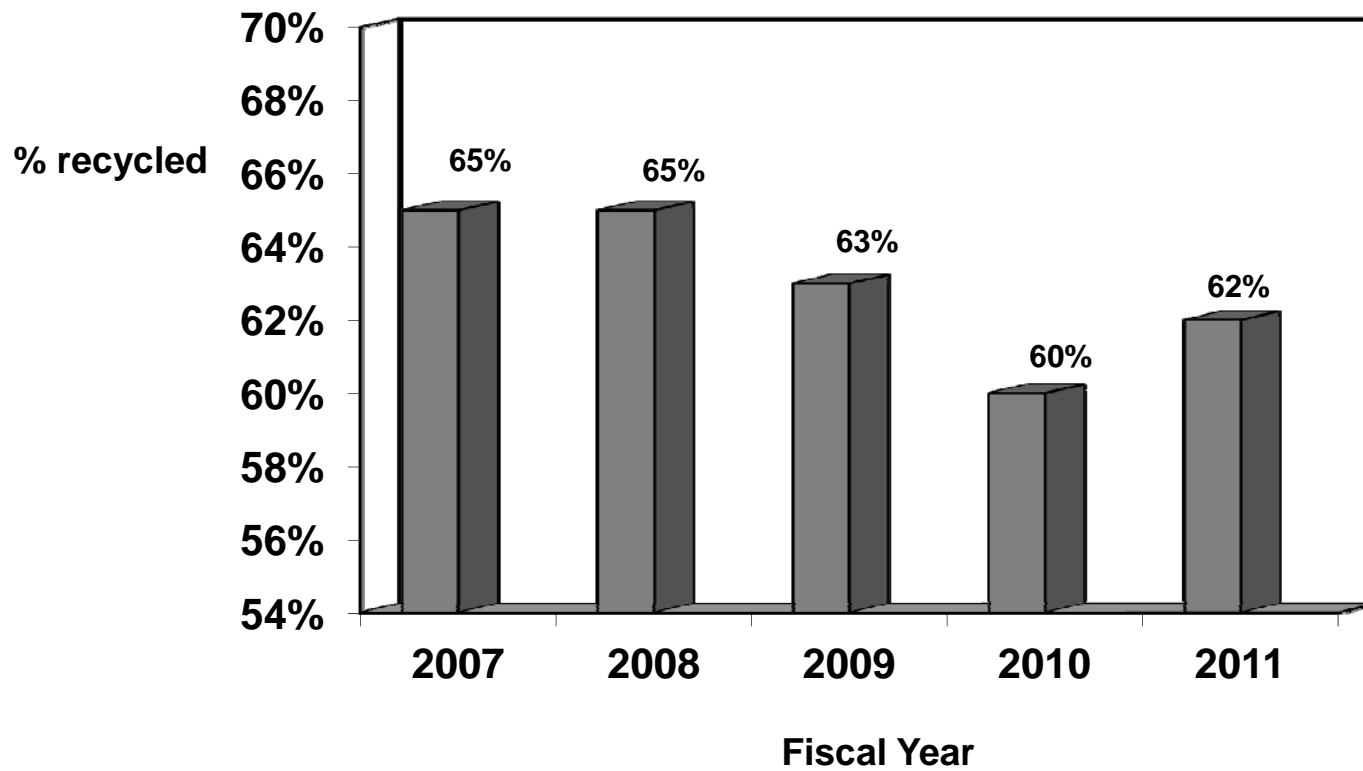


# ENVIRONMENTAL SERVICES

## TONS OF SOLID WASTE DISPOSED



## Environmental Services Percent of Solid Waste Recycled



**DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES****DIVISION: Post Closure****INDEX: 301251****ORIGIN/PURPOSE:**

The Bureau of Environmental Services Administration and Engineering manages this operating budget which accounts for post closure care and monitoring costs associated with closed landfills. The accounting for these costs is required by the Governmental Accounting Standards Board Statement No.18.

The costs include groundwater monitoring, gas monitoring, operation and maintenance of groundwater treatment systems, sampling and monitoring activities, and various other costs associated with post closure activities. The Maryland Department of the Environment mandates the treatment and remediation operations for closed landfills.

In the future, after closure actions at other landfills have been completed, those post closure costs will also be reflected in this budget.

**ALL FUND SUMMARY:**

		<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ORIGINAL BUDGET FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
<b><u>SUMMARY BY CHARACTER:</u></b>						
20	CONTRACTUAL SERVICES	126,460	109,376	108,350	108,350	108,350
30	SUPPLIES & MATERIALS	10,240	11,138	12,400	12,400	12,400
50	CAPITAL OUTLAY	12,756	1,908	14,000	14,000	14,000
<b>GRAND TOTAL</b>		<b>149,456</b>	<b>122,422</b>	<b>134,750</b>	<b>134,750</b>	<b>134,750</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	149,456	122,422	134,750	134,750	134,750

**DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES****DIVISION: Post Closure****INDEX: 301251****FINANCIAL NOTES:**

The \$0 no change in funding for Environmental Services - Post Closure is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	48,000	47,700	(300) Other Professional Services - decrease due to actual expenses for compliance work at Spencer's rubble landfill
o	3,000	3,300	300 Line items significantly adjusted, based on actual expense history:
		<b>FY 12</b>	<b>FY 13</b>
			<b>Change</b>
		1,800	1,400
		1,000	1,500
		200	400
		<u>3,000</u>	<u>3,300</u>
			<u>300</u>
o	14,000	14,000	0 Equipment - replacement pumps required annually at Tollgate and Abingdon landfill sites

**DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES****DIVISION: Scarboro Remediation****INDEX: 301261****ORIGIN/PURPOSE:**

This operating budget is administered by the Bureau of Environmental Services Administration and Engineering and accounts for monitoring and operating costs for the Scarboro Landfill remediation project.

The costs include groundwater monitoring, operation and maintenance of groundwater treatment systems, sampling and monitoring activities, and various other costs associated with remediation.

The Maryland Department of the Environment mandates the treatment and remediation operations for closed landfills.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
20	CONTRACTUAL SERVICES	13,379	8,882	20,000	18,000	18,000
30	SUPPLIES & MATERIALS	23,638	33,089	30,700	32,700	32,700
50	CAPITAL OUTLAY	23,683	3,217	3,000	3,000	3,000
	<b>GRAND TOTAL</b>	<b>60,700</b>	<b>45,188</b>	<b>53,700</b>	<b>53,700</b>	<b>53,700</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	60,700	45,188	53,700	53,700	53,700



**DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES****DIVISION: Noxious Weed****INDEX: 301520****ORIGIN/PURPOSE:**

Noxious Weed Control is a State program to control noxious weeds. Noxious weeds include Johnson grass, Shattercane, and Canada thistle and are usually found on agricultural lands although some properties owned by land developers are affected. This program also budgets for noxious weed control on County owned properties.

Noxious Weed Control provides funding for a Noxious Weed Coordinator and Technician to coordinate the local program for controlling noxious weeds in Harford County.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	0	0	0	7,095	7,095
20	CONTRACTUAL SERVICES	0	0	0	205	205
30	SUPPLIES & MATERIALS	0	0	0	700	700
70	MISCELLANEOUS	0	8,000	8,000	0	0
<b>GRAND TOTAL</b>		<b>0</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	0	8,000	8,000	8,000	8,000

**DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES****DIVISION: Noxious Weed****INDEX: 301520****FINANCIAL NOTES:**

No change in funding for Environmental Services - Noxious Weed for FY 13. Program is funded entirely by the County, no longer receiving State funding:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	0	6,590	6,590	Temporary Salaries
o	0	505	505	FICA
o	0	175	175	Telephone Service
o	0	30	30	Uniform Rental
o	0	200	200	Equipment Repair Parts
o	0	350	350	Chemicals in Bulk
o	0	150	150	Safety Equipment
o	8,000	0	(8,000)	County Match/Transfers Out

# DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES  
 DIVISION: BUREAU OF ENVIRONMENTAL SERVICES NOXIOUS WEED CONTROL

Index No. 301520

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		<u>0</u>		<u>0</u>		<u>6,590</u> A
SALARY TOTAL		<u><u>0</u></u>		<u><u>0</u></u>		<u><u>6,590</u></u>
OTHER PERSONAL SERVICES						
FICA		<u>0</u>		<u>0</u>		<u>505</u>
TOTAL OTHER PERSONAL SERVICES		<u><u>0</u></u>		<u><u>0</u></u>		<u><u>505</u></u>
TOTAL PERSONAL SERVICES		<u><u>0</u></u> *		<u><u>0</u></u>		<u><u>7,095</u></u>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - Salary costs were previously paid for through a grant. No longer receiving Grant funding for the Noxious Weed Control program.

**DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES****DIVISION: Gypsy Moth****INDEX: 301530****ORIGIN/PURPOSE:**

The Forest Pest Management Section of the Maryland Department of Agriculture conducts annual surveys to delineate the areas in the County where infestation of gypsy moths have the potential to cause defoliation and damage.

Based on the results of surveys, the State selects areas to be treated with insecticides. The County is responsible for a 30 percent share of the treatment costs and a 30 percent share of the survey costs.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
20	CONTRACTUAL SERVICES	0	0	0	17,000	17,000
70	MISCELLANEOUS	0	8,475	17,000	0	0
	<b>GRAND TOTAL</b>	<b>0</b>	<b>8,475</b>	<b>17,000</b>	<b>17,000</b>	<b>17,000</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	0	8,475	17,000	17,000	17,000

**FINANCIAL NOTES:**

No change in funding for Environmental Services - Gypsy Moth for FY 13. Program is funded entirely by the County, no longer receiving Grant funding:

	FY 12	FY 13	CHANGE	
o	0	17,000	17,000	Other Professional Services - work is performed by Maryland State employees, we pay one invoice per year for spray services or an annual report. No longer grant funded.
o	17,000	0	(17,000)	Grants & Contributions

## PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

### SOLID WASTE SERVICES SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ENACTED FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	2,441,575	2,556,208	2,594,076	2,487,309	2,487,309
20	CONTRACTUAL SERVICES	8,528,673	8,645,321	9,374,976	9,581,296	9,581,296
30	SUPPLIES & MATERIALS	97,925	87,841	135,900	135,450	135,450
40	BUSINESS & TRAVEL	269,889	306,310	271,200	272,615	272,615
50	CAPITAL OUTLAY	20,903	690	22,000	0	0
80	INTER-GOVERNMENTAL/INTER-FUND	131,232	131,369	0	0	0
	<b>GRAND TOTAL</b>	<b>11,490,197</b>	<b>11,727,739</b>	<b>12,398,152</b>	<b>12,476,670</b>	<b>12,476,670</b>

### **SUMMARY BY FUND:**

55	SOLID WASTE SERVICES	11,490,197	11,727,739	12,398,152	12,476,670	12,476,670
	<b>GRAND TOTAL</b>	<b>11,490,197</b>	<b>11,727,739</b>	<b>12,398,152</b>	<b>12,476,670</b>	<b>12,476,670</b>

### **SUMMARY BY DIVISION:**

301211	BUREAU OF SOLID WASTE MANAGEMENT	3,358,725	3,391,726	3,676,836	3,569,524	3,569,524
301271	WASTE TO ENERGY	8,131,472	8,336,013	8,721,316	8,907,146	8,907,146
	<b>GRAND TOTAL</b>	<b>11,490,197</b>	<b>11,727,739</b>	<b>12,398,152</b>	<b>12,476,670</b>	<b>12,476,670</b>

**DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES****DIVISION: Bureau of Solid Waste Management****INDEX: 301211****ORIGIN/PURPOSE:**

The Bureau of Solid Waste Management operates a comprehensive program of municipal solid waste recycling and disposal services for the citizens, businesses, and institutions of Harford County. These services include the Recycling Transfer Station and the Yard Waste Composting Operation.

**FY '12 - '13 GOAL:**

3 TO PROVIDE ADEQUATE SOLID WASTE DISPOSAL CAPACITY FOR THE NEXT TEN YEARS AND BEYOND USING THE MOST APPROPRIATE TECHNOLOGIES

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	2,441,575	2,556,208	2,594,076	2,487,309	2,487,309
20	CONTRACTUAL SERVICES	397,201	309,308	653,660	674,150	674,150
30	SUPPLIES & MATERIALS	97,925	87,841	135,900	135,450	135,450
40	BUSINESS & TRAVEL	269,889	306,310	271,200	272,615	272,615
50	CAPITAL OUTLAY	20,903	690	22,000	0	0
80	INTER-GOVERNMENTAL/INTER-FUND	131,232	131,369	0	0	0
	<b>GRAND TOTAL</b>	<b>3,358,725</b>	<b>3,391,726</b>	<b>3,676,836</b>	<b>3,569,524</b>	<b>3,569,524</b>
<b><u>FUNDING SOURCE:</u></b>						
55	SOLID WASTE SERVICES	<b>3,358,725</b>	<b>3,391,726</b>	<b>3,676,836</b>	<b>3,569,524</b>	<b>3,569,524</b>

**DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES****DIVISION: Bureau of Solid Waste Management****INDEX: 301211****FINANCIAL NOTES:**

The (\$107,312) net decrease in funding for Environmental Services - Bureau of Solid Waste Management is the result of:

	FY 12	FY 13	CHANGE	
o	1,511,683	1,533,649	21,966	Full-time Salaries
			21,966	Staff Turnover
				<u>1.45%</u>
				Position converted from temporary part-time to permanent part-time during FY 12:
o		23,020	23,020	# of Positions
			0.60	Salary
				13,566
				Fringe
				9,454
				Total
				23,020
				Laborer
o	72,246	0	(72,246)	One-time FY 12 funds provided for 27th pay
o	13,900	0	(13,900)	Temporary Salaries - Laborer position converted to permanent part-time during FY 12
o	201,571	138,028	(63,543)	Pension/Retirement rate adjustments per Treasury's estimates
o	78,663	88,725	10,062	Workers' Compensation rate adjustments per Treasury's estimates
o	460,027	447,284	(12,743)	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	126,266	126,883	617	FICA adjustment
o	6,080	8,200	2,120	Office Equipment - increase based on actual expense history for five (5) shared copier contracts
o	25,000	35,000	10,000	Operating Equipment - increase due to aging fleet which will require additional major repairs
o	75,100	90,300	15,200	Grounds Maintenance - additional seeding and mowing needed due to new landfill cell, security fence repairs, tree cutting services, herbicide treatment and roadway sweeping by the Highways department. Increasing mowing frequency from every 3 weeks to every 2 weeks due to unsightly conditions
o	10,000	500	(9,500)	Other Contractual Services - maintenance cost of stormwater ponds decreases due to new landfill cell expansion and upgrade of existing ponds
o	22,000	0	(22,000)	Equipment - no funding requested for FY 13

**DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**

**DIVISION: Bureau of Solid Waste Management**

**INDEX: 301211**

**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE
o	366,600	366,600	0 Other Professional Services provides for the following:

Service	FY 12	FY 13	Change	Explanation
Hazardous Waste Disposal	10,000	10,000	0	required quarterly
Groundwater & Leachate Testing	25,000	25,000	0	required semi-annually
Leachate Hauling	214,500	214,500	0	
Scale Maintenance	7,000	7,000	0	
Parts Cleaner Service	2,300	2,600	300	based on actuals
Surveying	5,000	7,000	2,000	Annual aerial topography for MDE report
Stone Hauling	20,000	19,500	(500)	based on actuals
Fire Extinguisher	1,200	1,400	200	based on actuals
Computer Cleaning	2,000	0	(2,000)	based on actuals
Florescent Bulb Disposal	9,600	9,600	0	\$800/month
Welding Services	70,000	50,000	(20,000)	contract for bin welding
Screening Soil Services	0	20,000	20,000	New for FY 13
<b>TOTAL</b>	<b>366,600</b>	<b>366,600</b>	<b>0</b>	

o	800	2,215	1,415	Line items significantly adjusted, for a Crew Chief obtaining Management of Landfill Operations (MOLO) Certificate:
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FY 12	FY 13	Change	
0	150	150	Meals
0	365	365	Lodging
800	1,700	900	Training Seminars, Courses
<u>800</u>	<u>2,215</u>	<u>1,415</u>	

**DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES****DIVISION: Bureau of Solid Waste Management****INDEX: 301211****FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	58,200	60,050	1,850	Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change	
	3,200	2,500	(700)	Other Rents & Utilities
	19,000	22,000	3,000	Telephone Service
	1,000	1,500	500	General Office Supplies
	400	700	300	Printing Commercial - for leave slips and expense reports
	5,000	4,250	(750)	Building Supplies
	17,000	10,000	(7,000)	Safety Equipment
	1,000	3,000	2,000	Computer Supplies
	600	1,100	500	Paint
	11,000	15,000	4,000	Other Supplies & Materials - Adopt-A-Road program, Community Work Service
	<u>58,200</u>	<u>60,050</u>	<u>1,850</u>	Program, Litter Control Program and Debris Management Kits

**DIVISION STAFF SUMMARY**

**DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**  
**DIVISION: BUREAU OF SOLID WASTE MANAGEMENT**

Index No. 301211

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	47,896	1.00	47,896	1.00	47,896
Administrative Assistant II	2.00	85,859	1.00	39,132	1.00	39,132
Administrative Specialist I	0.00	0	1.00	49,063	1.00	49,063
Chauffeur Laborer	1.00	38,248	1.00	38,248	0.00	0
Chief, Solid Waste Management	1.00	101,865	1.00	101,865	1.00	101,865
Civil Engineer I	1.00	49,529	1.00	43,900	0.00	0
Crew Chief	3.00	186,081	3.00	186,081	3.00	186,081
Crew Leader I	0.00	0	1.00	33,100	1.00	33,100
Engineering Associate II	0.00	0	0.00	0	1.00	54,556 A
Equipment Operator	3.00	149,733	3.00	149,733	2.00	102,189
Equipment Operator Trainee	0.00	0	0.00	0	1.00	32,000 B
Equipment Repair Specialist	1.00	53,460	1.00	53,460	1.00	53,460
Laborer	4.00	137,571	4.00	121,711	5.00	183,513 C
Landfill Supervisor	1.00	61,351	1.00	61,351	1.00	61,351
Litter Control Program Team Leader	1.00	30,200	0.00	0	0.00	0
Senior Equipment Operator	7.00	289,829	7.00	294,129	7.00	289,829
Weighmaster/Attendant I	2.00	59,084	1.00	30,857	1.00	30,857
Weighmaster/Attendant II	5.00	258,586	5.00	237,457	5.00	245,057
Weighmaster/Attendant Trainee	0.00	0	1.00	23,700	1.00	23,700
<b>TOTAL FULL-TIME SALARIES</b>	<b>33.00</b>	<b>1,549,292</b>	<b>33.00</b>	<b>1,511,683</b>	<b>33.00</b>	<b>1,533,649</b>
<b>PART-TIME SALARIES</b>						
Laborer	0.00	0	0.00	0	0.60	13,566 D
Senior Equipment Operator	0.00	0	0.00	24,960	0.60	24,960
<b>TOTAL PART-TIME SALARIES</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>24,960</b>	<b>1.20</b>	<b>38,526</b>
<b>TEMPORARY SALARIES</b>		<b>30,000</b>		<b>13,900</b>		<b>0</b>
<b>SALARY TOTAL</b>	<b>33.00</b>	<b>1,579,292</b>	<b>33.00</b>	<b>1,550,543</b>	<b>34.20</b>	<b>1,572,175</b>

# DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

DIVISION: BUREAU OF SOLID WASTE MANAGEMENT

Index No. 301211

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		129,338		201,571		139,249
Workers' Compensation		109,666		78,663		89,750
Health Benefits		374,168		460,027		453,314
Overtime		100,000		100,000		100,000
FICA		128,466		126,266		127,921
Miscellaneous		4,620		4,760		4,900
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>846,258</b>		<b>971,287</b>		<b>915,134</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>72,246</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>33.00</b>	<b>2,425,550 *</b>	<b>33.00</b>	<b>2,594,076</b>	<b>34.20</b>	<b>2,487,309</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Civil Engineer I position filled as an Engineering Associate II - #023C

B - One ( 1) vacant Equipment Operator position filled as an Equipment Operator Trainee - #3413

C - One (1) vacant Chauffeur Laborer position filled as a Laborer - #1390

D - One (1) temporary part-time Laborer converted to permanent part-time during FY 12 - #3562

## DPW - ENVIRONMENTAL SERVICES - SOLID WASTE MANAGEMENT OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide adequate solid waste disposal capacity for the next ten years and beyond using the most appropriate technologies.

### **Department Objective**

To continue expansion of the Harford Waste Disposal Center (HWDC) Landfill and plan a solid waste transfer station while conserving landfill space by removing selected segments of the waste stream at the HWDC, by recycling, and through the Litter Control (LC) and Adopt-A-Road (AAR) programs.

### **County Goal(s) Supported**

- I. Public Safety
- V. Environmental Stewardship
- VI. Quality Living

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$3,414,612	\$3,279,897	\$3,443,456	\$3,803,015	\$3,566,692
HWDC Landfill waste stream (tons)	18,749	18,151	8,946	52,424	87,600
County population (avg)*	248,634	252,604	255,954	258,686	261,410
<b><u>Output:</u></b>					
Tons of material removed from the waste stream	73,321	79,284	74,847	56,656	38,000
<b><u>Efficiency:</u></b>					
Pounds of materials removed per county resident	590	608	585	438	291
<b><u>Outcome:</u></b>					
Percentage of landfill waste stream recycled	71%	72%	84%	46%	30%

\*population is averaged on a calendar year basis

### **Explanation and Analysis of Performance Measures**

The HWDC Landfill waste stream for FY 13 will increase dramatically due to Baltimore County shipping the annual "take-back" tonnage to Harford County for the entire year. Accordingly, the tons of material removed from the waste stream and the pounds of material removed per County resident will be decreased.

### **Major Related Plans and Policies**

Harford County Solid Waste Management Plan, Harford County Recycling Plan

**DEPARTMENT: PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES****DIVISION: Waste to Energy****INDEX: 301271****ORIGIN/PURPOSE:**

This budget is based on the Northeast Maryland Waste Disposal Authority issuing their bonds and purchasing the Waste to Energy Plant on our behalf. The operating budget consists of payments to the contract operator for operations and maintenance expense, repair and replacement expense, insurance expenses, management fees, ash transportation, air quality testing, and air pollution control monitoring, etc. Funds are also budgeted for Northeast Maryland Waste Disposal Authority (NMWDA) fees and a site lease to Aberdeen Proving Ground.

The Treasury Department will act as an agent for NMWDA and collect all monies including steam revenue from the Army. The department will pay all invoices to the contract operator, NMWDA and the Army.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
20	CONTRACTUAL SERVICES	8,131,472	8,336,013	8,721,316	8,907,146	8,907,146
	<b>GRAND TOTAL</b>	<b>8,131,472</b>	<b>8,336,013</b>	<b>8,721,316</b>	<b>8,907,146</b>	<b>8,907,146</b>
	<b><u>FUNDING SOURCE:</u></b>					
55	SOLID WASTE SERVICES	8,131,472	8,336,013	8,721,316	8,907,146	8,907,146

**FINANCIAL NOTES:**

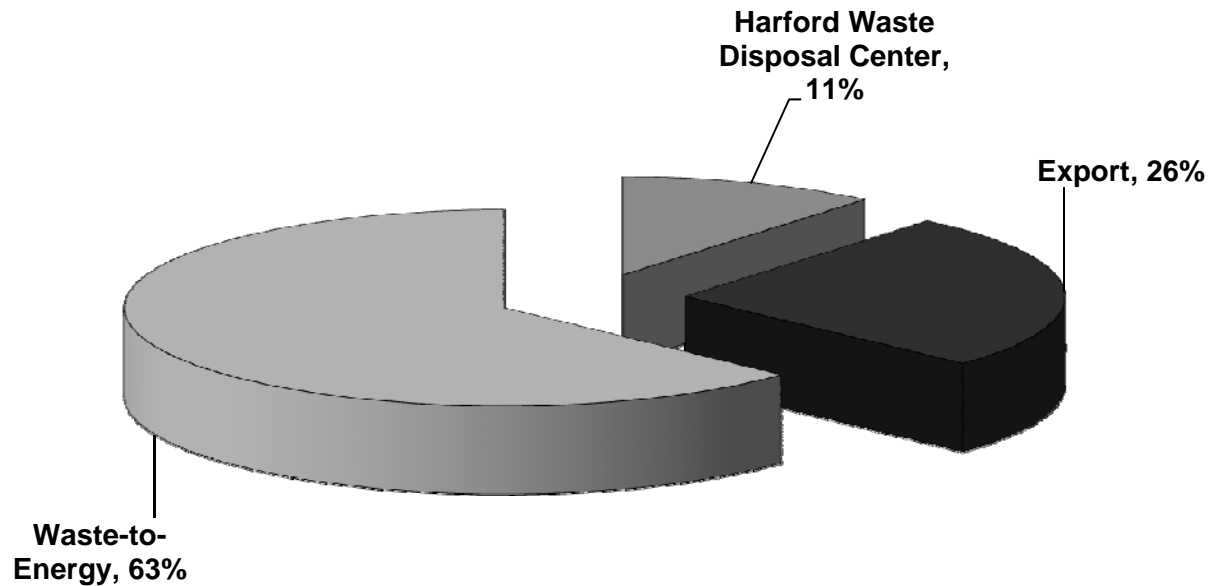
The \$185,830 net increase in funding for the Environmental Services - Waste to Energy plant is the result of:

	FY 12	FY 13	CHANGE	
o	8,721,316	8,907,146	185,830	Management Services - Waste to Energy plant operating expenses as estimated by Treasury:
	FY 12	FY 13	Change	
	8,236,206	8,433,927	197,721	Contract operator, O & M, repair and replacement costs, insurance, management fee, ash transportation, etc.
	250,000	225,000	(25,000)	Payment to Baltimore City for ash (based on 70% going to City)
	231,990	245,099	13,109	Northeast Maryland Waste Disposal Authority Fee
	3,120	3,120	0	Site Lease - APG
	<u>8,721,316</u>	<u>8,907,146</u>	<u>185,830</u>	

# ENVIRONMENTAL SERVICES

## MAJOR DISPOSAL CATEGORIES

(CY 2010)

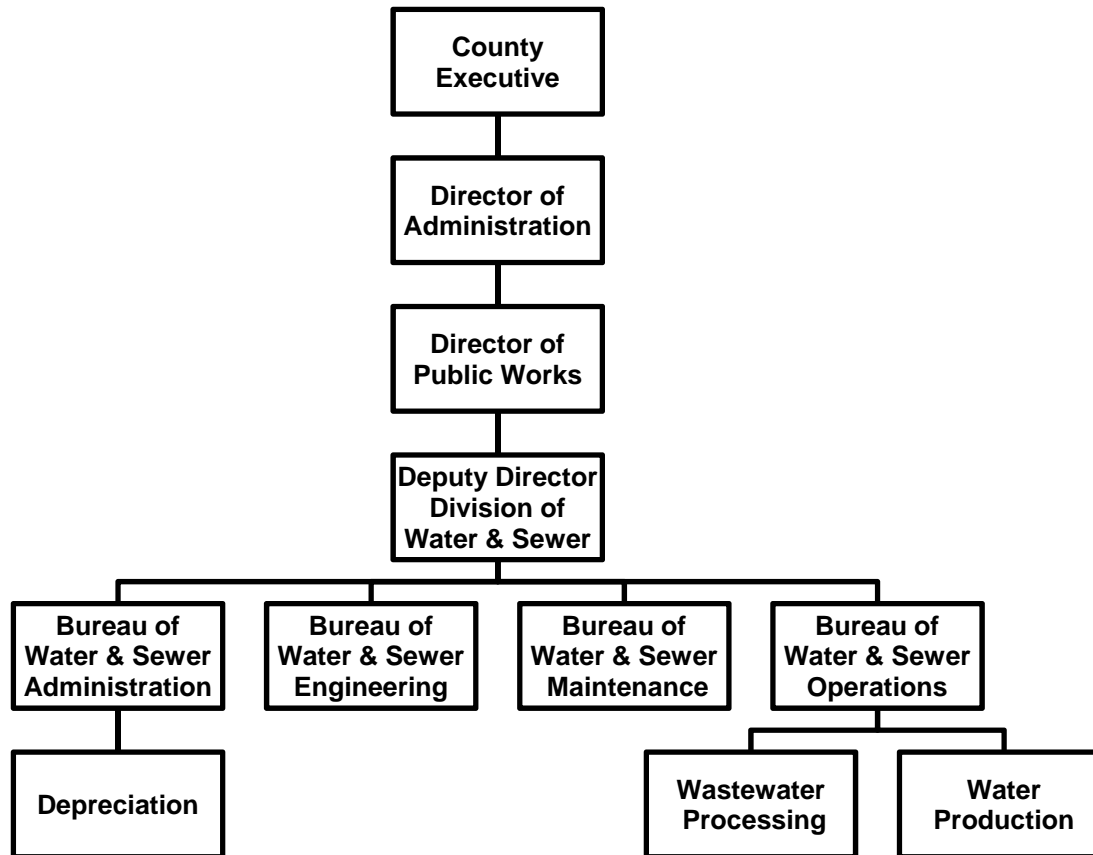




*Waste to Energy Plant*

# DEPARTMENT OF PUBLIC WORKS

## DIVISION OF WATER AND SEWER



## DEPARTMENT OF PUBLIC WORKS DIVISION OF WATER & SEWER

### ORIGIN/PURPOSE:

The Public Works Division of Water and Sewer is mainly funded by user charges, interest on investments and licenses and permits. The Division is responsible for the operation, maintenance, administration, planning, and engineering of public water and sewer facilities to service over 100,000 people in Harford County that reside outside the three incorporated towns. The Division is grouped into six functional areas:

**BUREAU OF WATER & SEWER ADMINISTRATION:** is responsible for the overall direction and administration of all water and sewer activities including grant programs, Public Works Utility Agreements, Assessments, Intragovernmental Water & Sewer Purchase Agreements, Building Permits, Master Plan revisions, Capital Projects, Petitions, Budget and Personnel Management.

**DEPRECIATION:** is an account to track depreciation expense.

**BUREAU OF WATER & SEWER ENGINEERING:** handles contract administration; Adequate Public Facilities requirements; existing utility line locations; quality control on construction of water and sewer capital projects and private developer projects; assists in house utility assessments and improvements to existing infrastructure. Responsibilities also include technical review of all developer projects to assure compliance with Harford County's Standard Specifications and Design Guidelines.

**BUREAU OF WATER & SEWER MAINTENANCE:** operates and maintains the water distribution system and sewer collection system on a 24 hour, 7 days a week basis. They provide extensive customer service through the Water Meter Section, Maintenance Section, and the Customer Relations Section by responding to customer service requests or problems within 20 minutes for both normal and emergency service. The Maintenance Section is also responsible for system locations for the One Call (Miss Utility) System.

**BUREAU OF WATER & SEWER OPERATIONS:**

**WASTEWATER PROCESSING:** is responsible for the treatment of domestic wastewater originating from more than 42,975 customer accounts of the County's sewer system; operating three County-owned treatment plants; operating 55 wastewater pumping stations which move wastewater from the communities to the Wastewater Treatment Plants; and operating and maintaining over 300 individual home sewage collection/pumping systems collectively. The County's main wastewater facility, Sod Run, is a regional type facility treating County septage, leachate, and other plant residuals in addition to the wastewater delivered from the collection system. It is a State and federally acclaimed wastewater treatment system subject of awards and publications.

**WATER PRODUCTION:** provides safe and potable water to over 42,975 customers on the County's water system; utilizes three County-owned treatment plants, 12 booster stations, 13 water towers to process and deliver water, and purchases water from the City of Havre de Grace. This section is able to monitor and direct water throughout the system's four pressure zones via radio telemetry.

### MISSION STATEMENT:

TO PROVIDE EFFICIENT AND RELIABLE PUBLIC UTILITIES FOR POTABLE WATER AND CENTRALIZED SEWERAGE WORKS FOR OUR CUSTOMERS THROUGH COST EFFECTIVE MANAGEMENT AND MAINTENANCE OF OUR INFRASTRUCTURE; WELL PLANNED IMPROVEMENTS AND CAPACITY DEVELOPMENT; COMPLIANCE WITH REGULATORY REQUIREMENTS; AND CONSCIOUS AND RESPONSIBLE OPERATIONS TO HELP PROTECT OUR NATURAL ENVIRONMENT AND THE SAFETY OF THE PUBLIC AND WORKFORCE

### FY '12 - '13 GOALS:

- 1 TO PROTECT PUBLIC HEALTH AND OUR ECOSYSTEM THROUGH RESPONSIBLE SYSTEM MANAGEMENT, MAINTENANCE AND OPERATIONS
- 2 TO PROVIDE RESPONSIVE, TIMELY, ECONOMICAL AND FRIENDLY SERVICE TO OUR CUSTOMERS
- 3 TO PROVIDE CLEAN, AFFORDABLE WATER TO OUR CUSTOMERS
- 4 TO PROVIDE ECONOMICAL TREATMENT OF WASTEWATER THAT PROTECTS THE ENVIRONMENT

**DEPARTMENT OF PUBLIC WORKS  
WATER & SEWER OPERATIONS**

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	14,069,086	14,023,238	14,898,596	13,833,825	13,833,825
20	CONTRACTUAL SERVICES	6,690,925	6,027,409	7,361,745	7,200,219	7,200,219
30	SUPPLIES & MATERIALS	2,115,307	2,328,451	2,911,385	3,191,270	3,191,270
40	BUSINESS & TRAVEL	470,762	555,573	570,602	617,200	617,200
50	CAPITAL OUTLAY	391,214	578,507	576,597	837,687	837,687
70	MISCELLANEOUS	11,183,189	11,030,618	10,968,676	11,280,396	11,280,396
80	INTER-GOVERNMENTAL/INTER-FUND	854,236	980,360	780,000	620,000	620,000
	<b>GRAND TOTAL</b>	<b>35,774,719</b>	<b>35,524,156</b>	<b>38,067,601</b>	<b>37,580,597</b>	<b>37,580,597</b>

**SUMMARY BY FUND:**

51	WATER & SEWER OPERATING	35,774,719	35,524,156	38,067,601	37,580,597	37,580,597
	<b>GRAND TOTAL</b>	<b>35,774,719</b>	<b>35,524,156</b>	<b>38,067,601</b>	<b>37,580,597</b>	<b>37,580,597</b>

**SUMMARY BY DIVISION:**

ADMINISTRATION	3,104,550	2,967,506	2,720,155	3,030,993	3,030,993
DEPRECIATION	9,063,569	9,126,524	9,400,000	9,200,000	9,200,000
ENGINEERING	1,284,373	1,188,083	1,342,740	1,268,754	1,268,754
W & S MAINTENANCE	5,824,928	6,112,298	6,710,087	6,564,242	6,564,242
WASTEWATER PROCESSING	10,382,654	10,202,345	10,660,788	10,824,889	10,824,889
WATER PRODUCTION	6,114,645	5,927,400	7,233,831	6,691,719	6,691,719
<b>GRAND TOTAL</b>	<b>35,774,719</b>	<b>35,524,156</b>	<b>38,067,601</b>	<b>37,580,597</b>	<b>37,580,597</b>

# **DEPARTMENT OF PUBLIC WORKS WATER & SEWER OPERATIONS**

## **FINANCIAL NOTES:**

The (\$487,004) net decrease in funding for the Water & Sewer Division of Public Works is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	9,268,568	9,034,261	(234,307)	Full Time Salaries
			23,273	Salary adjustments based on the recommendations of the Department of Human Resources
			(257,580)	Staff Turnover (2.78%)
			<u>(234,307)</u>	
o	440,046	0	(440,046)	One-time FY 12 funds provided for 27th pay
o	107,243	99,778	(7,465)	Temporary Salaries - provides for an Administrative Assistant, Laborer, Facility Mechanic, and Management Specialist, decrease based on hours worked
o		(30,156)	(30,156)	The net result of full-time transfers between the divisions of Water & Sewer:
			# of Positions	Salary
			(1.00)	(43,893)
			1.00	33,100
			<u>0.00</u>	<u>(10,793)</u>
				Fringe
				(27,412)
				8,049
				<u>(19,363)</u>
				Total
				(71,305)
				41,149
				<u>(30,156)</u>
				Computer Records Assistant (W & S Maintenance)
				W/WW Facility Mechanic Trainee (Water Production)
o	1,224,820	830,424	(394,396)	Pension/Retirement rate adjustments per Treasury's estimates
o	228,478	254,222	25,744	Workers' Compensation rate adjustments per Treasury's estimates
o	2,202,564	2,175,836	(26,728)	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	562,200	620,300	58,100	Overtime - based on actual expense history for emergency utility crews to cover 24 hour operations
o	77,522	76,291	(1,231)	Shift Differential - adjusted based on actual expense history
o	763,075	748,929	(14,146)	FICA adjustment
o	49,620	66,880	17,260	Office Equipment - increase based on rental rate for copiers
o	130,800	72,800	(58,000)	Space & Real Estate Rental - lease for office space at 145 North Hickory Avenue which has less square footage than previous offices at 212 S. Bond Street
o	1,254,750	1,227,500	(27,250)	County Facility Repair & Renovations - decrease based on actual expense history:
			FY 12	FY 13
			Maintenance	126,000
			WWP	693,500
			Water Prod	435,250
			<u>1,254,750</u>	<u>1,227,500</u>
				Change
				300
				186,000
				<u>(213,550)</u>
				test/calibrate master meters and backflow preventors
				normal repairs
				normal repairs

**DEPARTMENT OF PUBLIC WORKS  
WATER & SEWER OPERATIONS**

**FINANCIAL NOTES:**

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	300,000	0	(300,000)	Annual Capital Service - annual charge by Baltimore City to reimburse the City for their Capital expenses to improve and maintain water service to Harford County will now be a Capital expense
o	75,000	100,000	25,000	Engineering Services:
	FY 12	FY 13	Change	
	60,000	85,000	25,000	WWP - engineering consultant and service contract, increase based on actuals
	15,000	15,000	0	Water Production - engineering services for assessment writing specs
	<u>75,000</u>	<u>100,000</u>	<u>25,000</u>	and inspection of major projects for painting towers
o	0	9,500	9,500	Uniforms-Purchase - shirts, hats, etc. purchased every two years which are not included in the Uniform-Rental contract
o	1,166,450	1,150,260	(16,190)	Other Professional Services - decrease based on actual expense history:
		FY 12	FY 13	Change
	Engineering	21,000	21,000	0 Consulting Services
	Maintenance	132,300	135,300	3,000 preventive maintenance program, repair of sewer main line
	WWP	927,300	935,010	7,710 lab analysis for MDE compliance, emergency pump outs and
				courier for transport of samples
	Water Prod	85,850	58,950	(26,900) contract lab services
	<u>1,166,450</u>	<u>1,150,260</u>	<u>(16,190)</u>	
o	187,238	196,658	9,420	Operating Equipment - based on actual expense history for various service contracts:
		FY 12	FY 13	Change
	Maintenance	5,000	4,000	(1,000)
	WWP	148,600	154,080	5,480
	Water Prod	33,638	38,578	4,940
	<u>187,238</u>	<u>196,658</u>	<u>9,420</u>	
o	16,680	25,800	9,120	Communication Services - increase for service and installation cost for radios @ \$10,000 - W & S Maintenance offset by a decrease of \$880 for mobile radio service maintenance contract - Wastewater Processing
o	50,400	57,800	7,400	Grounds Maintenance - increase based on mowing contracts and tree/debris removal
o	35,000	50,000	15,000	Water Meter Repair Parts - increase due to new bid for parts and lead free requirements enacted 1/11/12
o	42,500	63,500	21,000	W & S Lines Service Parts - increase due to cost of parts and lead free requirements enacted 1/11/12
o	63,150	78,800	15,650	Laboratory Supplies - increase based on actual expense history for supplies used in lab for process analysis and to monitor National Pollutant Discharge Elimination System (NPDES) compliance and reporting to the Maryland Department of the Environment (MDE)

**DEPARTMENT OF PUBLIC WORKS  
WATER & SEWER OPERATIONS**

**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE																					
o	165,000	180,000	15,000	Unanticipated Maintenance - contingency for unexpected emergencies																				
o	17,000	92,000	75,000	Other Services & Maintenance - increase for Cityworks maintenance @ \$25,000 and a one-time expense of \$50,000 to implement Cityworks on web server																				
o	1,351,000	1,396,000	45,000	Chemicals in Bulk - increase based on actual expense history:																				
				<table><tr><td></td><td>FY 12</td><td>FY 13</td><td>Change</td></tr><tr><td>Maintenance</td><td>9,000</td><td>10,000</td><td>1,000</td></tr><tr><td>Water Prod</td><td>811,000</td><td>896,000</td><td>85,000</td></tr><tr><td>WWP</td><td>531,000</td><td>490,000</td><td>(41,000)</td></tr><tr><td></td><td><u>1,351,000</u></td><td><u>1,396,000</u></td><td><u>45,000</u></td></tr></table>		FY 12	FY 13	Change	Maintenance	9,000	10,000	1,000	Water Prod	811,000	896,000	85,000	WWP	531,000	490,000	(41,000)		<u>1,351,000</u>	<u>1,396,000</u>	<u>45,000</u>
	FY 12	FY 13	Change																					
Maintenance	9,000	10,000	1,000																					
Water Prod	811,000	896,000	85,000																					
WWP	531,000	490,000	(41,000)																					
	<u>1,351,000</u>	<u>1,396,000</u>	<u>45,000</u>																					
o	354,900	433,200	78,300	Water Meter Purchases - new and replacement installations due to replacement program for all meters exceeding 15 years of age																				
o	100,000	50,000	(50,000)	Other (Audit Only) - General Inventory decreased per Treasury's recommendation																				
o	576,597	837,687	261,090	Equipment - normal annual purchases of pumps, generators, saws, tampers, etc.																				
o	11,450	29,275	17,825	Training Seminars & Courses - increase due to new staff development plan to provide classes mandatory for compliance with MDE license requirements																				
o	107,200	113,200	6,000	Payments to Other Government Agencies:																				

Division	FY 12	FY 13	Change	Explanation
Maintenance	78,000	78,000	0	payments to the Pennsylvania Delta Borough for waste treatment
Wastewater	29,200	35,200	6,000	annual sludge generation fee paid to The Maryland Department of the Environment based on the volume of sludge produced
	107,200	113,200	6,000	based on actual expense history

o	9,400,000	9,200,000	(200,000)	Depreciation - per Treasury's recommendation
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**DEPARTMENT OF PUBLIC WORKS  
WATER & SEWER OPERATIONS**

**FINANCIAL NOTES:**

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	4,492,712	4,741,540	248,828	Line items significantly adjusted, based on actual expense history and the state of the economy:
	FY 12	FY 13	Change	
	3,190,256	3,299,000	108,744	Electricity
	94,300	80,000	(14,300)	Heating Fuel (Oil) (transferred to Diesel Fuel)
	6,900	8,200	1,300	Answering Service
	65,300	60,310	(4,990)	Emergency Reporting System
	41,201	45,400	4,199	Building/Custodial Services
	7,605	9,230	1,625	Janitorial Supplies
	409,400	470,450	61,050	Equipment Repair Parts
	24,775	28,950	4,175	Small Tools
	7,850	9,700	1,850	Building Supplies
	54,850	60,100	5,250	Safety Equipment
	29,000	41,000	12,000	Crushed Aggregate
	2,100	3,450	1,350	Computer Supplies
	15,500	51,300	35,800	Diesel Fuel (transferred from Heating Fuel - Oil)
	6,825	9,700	2,875	Oil & Lubricants
	211,800	222,300	10,500	County Owned Vehicles
	235,750	247,350	11,600	Fuel Charges
	84,900	92,300	7,400	Non-Targeted Charges - FVS
	4,400	2,800	(1,600)	Professional Books
	<u>4,492,712</u>	<u>4,741,540</u>	<u>248,828</u>	
o	1,461,476	1,967,196	505,720	Pro Rata Shares - represents Water and Sewer Funds paid to the General Fund for the overhead and administrative support functions provided there. It also covers Water and Sewer Operations' share of the Director of Public Works budget, which is in the Highways Fund.
	FY 12	FY 13	Change	
	163,234	153,779	(9,455)	Water & Sewer Fund Pro Rata to the Public Works Director's Budget
	1,298,242	1,813,417	515,175	Water & Sewer Fund Pro Rata to the General Fund
	<u>1,461,476</u>	<u>1,967,196</u>	<u>505,720</u>	
o	780,000	620,000	(160,000)	Other Intergovernmental - payments to Havre de Grace for Harford County's share of Havre de Grace's City Water Plant operations. The County purchases 1.3 MGD of water from the City payment will be \$35,000/month and Harford County's share of operating expenses of new solids handling facility based on terms of Intergovernmental agreement @ \$200,000.

# STAFF SUMMARY

## PUBLIC WORKS - DIVISION OF WATER AND SEWER

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant III	1.00	101,865	1.00	101,865	1.00	101,865
Administrative Assistant I	0.00	0	1.00	40,107	1.00	40,107
Administrative Assistant II	7.00	329,494	7.00	329,494	6.00	284,127
Administrative Specialist II	1.00	79,376	1.00	79,375	1.00	79,375
Assistant Superintendent	8.00	640,528	8.00	640,530	8.00	622,635
Central Stores Manager	2.00	81,413	2.00	81,413	2.00	81,413
Chemist	1.00	57,260	1.00	57,260	1.00	57,260
Chief, Engineering Division	1.00	71,400	1.00	71,400	1.00	71,400
Chief, Water & Sewer	3.00	348,757	3.00	351,042	3.00	351,042
Civil Engineer I	1.00	43,900	1.00	43,900	1.00	43,900
Civil Engineer II	2.00	115,157	2.00	115,157	2.00	115,157
Civil Engineer III	4.00	379,681	4.00	379,681	4.00	379,681
Civil Engineer IV	1.00	110,992	1.00	110,992	1.00	110,992
Clerk Typist	0.00	0	0.00	0	1.00	27,500
Computer Records Assistant	1.00	43,892	1.00	43,892	0.00	0
Computer System Engineer III	2.00	146,208	2.00	146,208	2.00	146,208
Database Administrator	1.00	69,795	1.00	69,795	1.00	69,795
Deputy Director of Public Works	1.00	122,179	1.00	122,179	1.00	122,179
Drafting Technician II	1.00	56,112	1.00	56,112	1.00	56,112
Electrician W & S Operations	1.00	44,322	1.00	44,322	1.00	44,322
Engineering Associate III	1.00	51,852	1.00	51,852	1.00	51,852
Equipment Repair Specialist	1.00	37,300	1.00	37,300	1.00	37,300
GIS Coordinator	1.00	70,094	1.00	70,094	1.00	70,094
Instrumentation Technician	1.00	56,136	1.00	56,136	1.00	56,136
Laboratory Assistant	1.00	42,760	0.00	0	0.00	0
Laboratory Technician	4.00	182,640	5.00	226,683	5.00	226,683
Management Assistant II	3.00	230,153	3.00	230,153	3.00	230,153
Permits Clerk	2.00	60,600	0.00	0	0.00	0
Plant Operations Manager	2.00	162,651	2.00	162,651	2.00	162,651

# STAFF SUMMARY

## PUBLIC WORKS - DIVISION OF WATER AND SEWER

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Plant Operator (Water/Wastewater)	17.00	806,633	18.00	832,301	16.00	739,423
Plant Operator Trainee I (Water/Wastewater)	4.00	111,588	5.00	139,089	11.00	302,500
Plant Operator Trainee II (Water/Wastewater)	8.00	267,365	7.00	233,743	3.00	99,300
Plant Superintendent Water & Sewer	3.00	302,962	3.00	266,433	3.00	257,295
Pretreatment Inspector	1.00	43,900	1.00	43,900	1.00	43,900
Process Engineer	2.00	160,520	2.00	160,520	2.00	144,167
Senior Electrician Water & Sewer	1.00	58,335	1.00	58,335	1.00	58,335
Senior Instrumentation Technician	1.00	61,897	1.00	61,897	1.00	61,897
Senior Laboratory Technician	1.00	47,400	1.00	47,400	1.00	47,400
Senior Plant Operator	8.00	497,557	8.00	455,884	5.00	305,757
Senior W/WW Facility Mechanic	3.00	171,507	3.00	171,507	3.00	171,507
Shift Supervisor/Plant Operations	6.00	392,790	6.00	392,791	6.00	396,543
Superintendent of Laboratories	1.00	65,409	1.00	65,409	1.00	65,409
Superintendent of Water & Sewer Facilities	1.00	90,507	1.00	90,507	1.00	90,507
Water & Sewer Facilities Maintenance Specialist	1.00	66,544	1.00	66,544	1.00	66,544
Water & Sewer Permits Technician	1.00	35,600	1.00	35,600	1.00	35,600
Water & Sewer Utility Crew Chief	6.00	310,710	6.00	310,710	6.00	310,710
Water & Sewer Utility Technician II	1.00	63,799	1.00	63,799	1.00	63,799
Water & Sewer Utility Technician III	3.00	189,575	3.00	189,575	2.00	130,634
Water & Sewer Utility Worker I	6.00	219,570	3.00	126,962	5.00	181,590
Water & Sewer Utility Worker II	12.00	373,015	15.00	461,609	11.00	334,544
Water & Sewer Utility Worker III (Certified)	1.00	37,300	3.00	112,547	3.00	112,547
Water & Sewer Utility Worker III (Non-Certified)	5.00	166,642	3.00	103,093	6.00	196,859
Water & Sewer Utility Worker IV	2.00	104,677	2.00	104,677	2.00	104,677
Water/Wastewater Facility Mechanic	8.00	417,804	9.00	455,104	9.00	455,104
Water/Wastewater Facility Mechanic Trainee	1.00	33,100	0.00	0	4.00	132,400
Water Meter Mechanic I	1.00	51,958	1.00	51,958	1.00	27,500
Water Meter Mechanic II	7.00	293,227	7.00	293,227	7.00	293,227

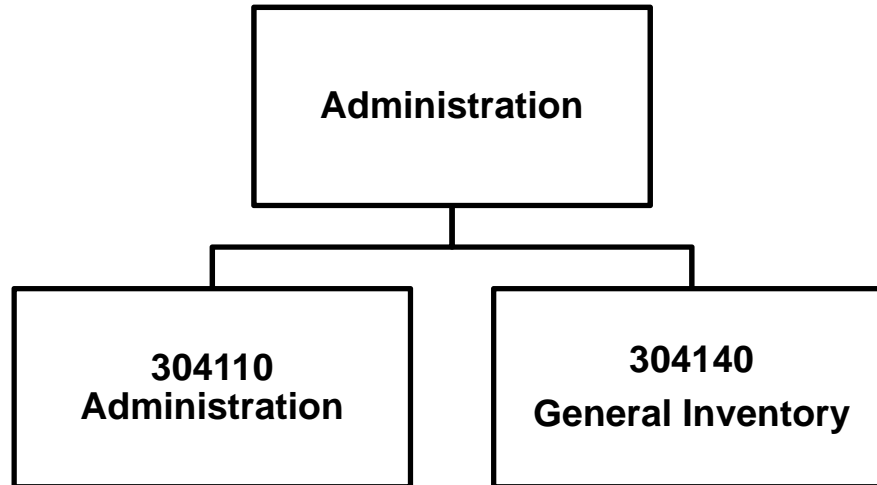
# STAFF SUMMARY

## PUBLIC WORKS - DIVISION OF WATER AND SEWER

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Water Meter Technician I	2.00	107,784	2.00	107,784	2.00	107,784
Water Meter Technician II	1.00	57,814	1.00	57,814	1.00	57,814
<b>FULL-TIME SALARIES</b>	170.00	9,344,006	170.00	9,280,312	170.00	9,035,212
<b>SALARY OFFSET</b>		(11,744)		(11,744)		(11,744)
<b>TOTAL FULL-TIME SALARIES</b>	170.00	9,332,262	170.00	9,268,568	170.00	9,023,468
<b>TEMPORARY SALARIES</b>		107,243		107,243		99,778
<b>SALARY TOTAL</b>	<b>170.00</b>	<b>9,439,505</b>	<b>170.00</b>	<b>9,375,811</b>	<b>170.00</b>	<b>9,123,246</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		775,181		1,224,820		827,697
Workers' Compensation		317,001		228,478		255,332
Health Benefits		1,881,663		2,202,564		2,158,916
Overtime & Shift Differential		636,032		639,722		696,591
FICA		767,265		763,075		748,103
Miscellaneous		24,080		24,080		23,940
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>4,401,222</b>		<b>5,082,739</b>		<b>4,710,579</b>
<b>TOTAL 27TH PAY COST</b>		0		440,046		0
<b>TOTAL PERSONAL SERVICES</b>	<b>170.00</b>	<b>13,840,727 *</b>	<b>170.00</b>	<b>14,898,596</b>	<b>170.00</b>	<b>13,833,825</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

# DEPARTMENT OF PUBLIC WORKS WATER AND SEWER DIVISION



**DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER****DIVISION: Bureau of Water & Sewer Administration****INDEX: 304110 & 304140****ORIGIN/PURPOSE:**

The Bureau of Water & Sewer Administration is responsible for the overall direction and administration of all water and sewer activities including grant programs, Public Works Utility Agreements, Assessments, Intragovernmental Water & Sewer Agreements, Building Permits, Master Plan Revisions, Capital Projects, Petitions, Commercial Applications, Budget and Personnel Management and Bureau Rules and Regulations.

**FY '12 - '13 GOAL:**

- 1 TO PROTECT PUBLIC HEALTH AND OUR ECOSYSTEM THROUGH RESPONSIBLE SYSTEM MANAGEMENT, MAINTENANCE AND OPERATION

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	910,976	979,769	965,534	877,372	877,372
20	CONTRACTUAL SERVICES	168,761	156,517	167,670	110,150	110,150
30	SUPPLIES & MATERIALS	5,809	3,718	106,875	56,850	56,850
40	BUSINESS & TRAVEL	6,250	16,040	18,600	19,425	19,425
50	CAPITAL OUTLAY	0	3,281	0	0	0
70	MISCELLANEOUS	2,012,754	1,804,690	1,461,476	1,967,196	1,967,196
80	INTER-GOVERNMENTAL/INTER-FUND	0	3,491	0	0	0
	<b>GRAND TOTAL</b>	<b>3,104,550</b>	<b>2,967,506</b>	<b>2,720,155</b>	<b>3,030,993</b>	<b>3,030,993</b>
<b><u>FUNDING SOURCE:</u></b>						
51	WATER & SEWER OPERATING	<b>3,104,550</b>	<b>2,967,506</b>	<b>2,720,155</b>	<b>3,030,993</b>	<b>3,030,993</b>
<b><u>SUMMARY BY DIVISION:</u></b>						
304110	BUREAU OF WATER & SEWER ADMINISTRATION	3,104,550	2,967,506	2,620,155	2,980,993	2,980,993
304140	GENERAL INVENTORY	0	0	100,000	50,000	50,000
	<b>GRAND TOTAL</b>	<b>3,104,550</b>	<b>2,967,506</b>	<b>2,720,155</b>	<b>3,030,993</b>	<b>3,030,993</b>

**DEPARTMENT: PUBLIC WORKS - WATER AND SEWER****DIVISION: Bureau of Water & Sewer Administration****INDEX: 304110 & 304140****FINANCIAL NOTES:**

The \$310,838 net increase in funding for Water and Sewer - Bureau of Water & Sewer Administration is the result of:

	FY 12	FY 13	CHANGE	
o	670,050	652,183	(17,867)	Full Time Salaries
			(17,867)	Staff Turnover (2.67%)
o	31,086	0	(31,086)	One-time FY 12 funds provided for 27th pay
o	88,633	59,753	(28,880)	Pension/Retirement rate adjustments per Treasury's estimates
o	6,823	7,834	1,011	Workers' Compensation rate adjustments per Treasury's estimates
o	117,119	107,146	(9,973)	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	49,563	48,196	(1,367)	FICA adjustments
o	130,000	72,000	(58,000)	Space & Real Estate Rental - lease for office space at 145 North Hickory Avenue has less square footage than the former Bond Street offices
o	38,400	39,575	1,175	Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change	
	18,000	18,200	200	Office Equipment
	3,000	3,250	250	Telephone Services
	500	0	(500)	Non-Targeted Charges - FVS
	16,400	17,000	600	Membership Fees & Dues
	500	1,125	625	Training Seminars, Courses (to maintain mandated State Operator's
	<u>38,400</u>	<u>39,575</u>	<u>1,175</u>	licenses)
o	100,000	50,000	(50,000)	Other - General Inventory per Treasury's recommendation

**DEPARTMENT: PUBLIC WORKS - WATER AND SEWER**

**DIVISION: Bureau of Water & Sewer Administration**

**INDEX: 304110 & 304140**

**FINANCIAL NOTES:**

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
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o	1,461,476	1,967,196	505,720	Pro Rata Shares:
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	<b>FY 12</b>	<b>FY 13</b>	<b>Change</b>
	163,234	153,779	(9,455)
	<u>1,298,242</u>	<u>1,813,417</u>	<u>515,175</u>
	<u><u>1,461,476</u></u>	<u><u>1,967,196</u></u>	<u><u>505,720</u></u>

DPW Water & Sewer Division's Pro Rata to the DPW  
Director's budget in the Highways Fund  
Water & Sewer Fund Pro Rata to the General Fund

# DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER

DIVISION: BUREAU OF WATER & SEWER ADMINISTRATION

Index No. 304110

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Accountant III	1.00	101,865	1.00	101,865	1.00	101,865
Administrative Assistant II	2.00	86,880	2.00	86,880	1.00	41,513
Chief, Water & Sewer (Administration)	1.00	120,025	1.00	120,025	1.00	120,025
Clerk Typist	0.00	0	0.00	0	1.00	27,500 A
Database Administrator	1.00	69,795	1.00	69,795	1.00	69,795
Deputy Director of Public Works	1.00	122,179	1.00	122,179	1.00	122,179
Management Assistant II	2.00	145,450	2.00	145,450	2.00	145,450
Water & Sewer Permits Technician	1.00	35,600	1.00	35,600	1.00	35,600
<b>FULL-TIME SALARIES</b>	9.00	681,794	9.00	681,794	9.00	663,927
<b>SALARY OFFSET</b>		(11,744)		(11,744)		(11,744) B
<b>TOTAL FULL-TIME SALARIES</b>	<b>9.00</b>	<b>670,050</b>	<b>9.00</b>	<b>670,050</b>	<b>9.00</b>	<b>652,183</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		55,907		88,633		59,753
Workers' Compensation		9,442		6,823		7,834
Health Benefits		102,838		117,119		107,146
Overtime & Shift Differential		1,000		1,000		1,000
FICA		49,563		49,563		48,196
Miscellaneous		1,260		1,260		1,260
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>220,010</b>		<b>264,398</b>		<b>225,189</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>31,086</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>9.00</b>	<b>890,060 *</b>	<b>9.00</b>	<b>965,534</b>	<b>9.00</b>	<b>877,372</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Administrative Assistant II position filled as a Clerk Typist - #0007

B - One (1) Management Assistant II position offset to reflect actual hours worked - #1017

## DPW - WATER & SEWER - ADMINISTRATION OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To protect public health and our ecosystem through responsible system management, maintenance and operations.

### **Department Objective**

To minimize the number of Sanitary Sewer Overflows (SSO) in any given year to below the industry national average of 7.3 per 100 miles.

### **County Goal(s) Supported**

- III. Efficient County Government
- V. Environmental Stewardship

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$4,804,898	\$4,648,383	\$4,922,766	\$5,152,274	\$5,202,863
<b><u>Output:</u></b>					
Total miles of sewer in system	534	543.5	550	552	554
<b><u>Efficiency:</u></b>					
Total cost per 100 miles of sewer	\$899,794	\$855,268	\$895,048	\$933,383	\$939,145
<b><u>Outcome:</u></b>					
National average of SSO per 100 miles of sewer	7.3	7.3	7.3	7.3	7.3
Harford County's total SSO per 100 miles	1.3	1.5	1.6	1.3	1.8

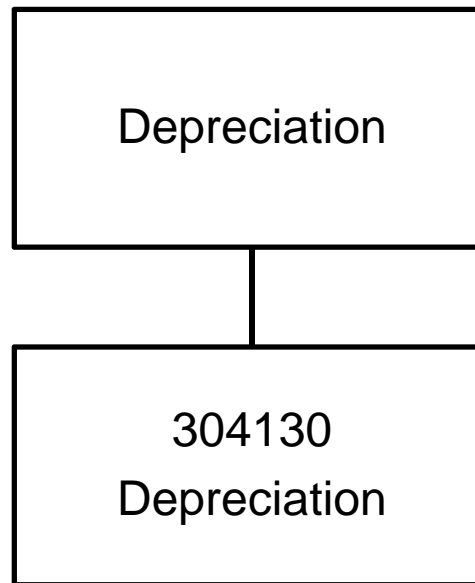
### **Explanation and Analysis of Performance Measures**

A major goal for the department is to minimize the number of SSO that occur. To determine how successful we are, we compare our SSO against the industry national average for SSO.

### **Major Related Plans and Policies**

Capital Improvement Plan. Preventive Maintenance Program. County Adequate Public Facilities Ordinance.

# DEPARTMENT OF PUBLIC WORKS WATER AND SEWER DIVISION



**DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER**

**DIVISION: Depreciation**

**INDEX: 304130**

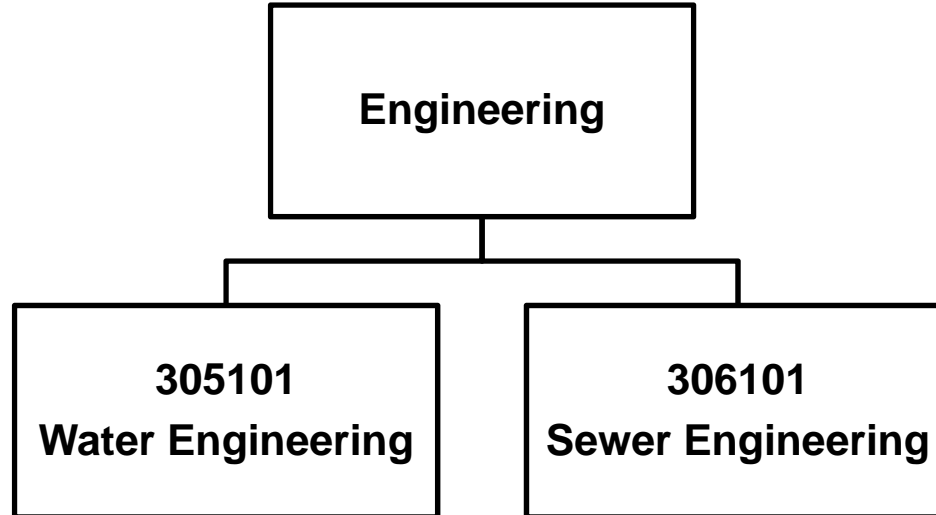
**ORIGIN/PURPOSE:**

Total Depreciation Expense for FY 11 was \$9,126,524 which was funded by Contributed Capital. It is estimated that the expense for FY 13 will be \$9,200,000. This total expense is reduced by the Depreciation Expense from Contributed Capital.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
70	MISCELLANEOUS	<u>9,063,569</u>	<u>9,126,524</u>	<u>9,400,000</u>	<u>9,200,000</u>	<u>9,200,000</u>
	<b>GRAND TOTAL</b>	<b><u>9,063,569</u></b>	<b><u>9,126,524</u></b>	<b><u>9,400,000</u></b>	<b><u>9,200,000</u></b>	<b><u>9,200,000</u></b>
	<b><u>FUNDING SOURCE:</u></b>					
51	WATER & SEWER OPERATING	<u>9,063,569</u>	<u>9,126,524</u>	<u>9,400,000</u>	<u>9,200,000</u>	<u>9,200,000</u>
	<b><u>SUMMARY BY DIVISION:</u></b>					
304130	DEPRECIATION	<u>9,063,569</u>	<u>9,126,524</u>	<u>9,400,000</u>	<u>9,200,000</u>	<u>9,200,000</u>
	<b>GRAND TOTAL</b>	<b><u>9,063,569</u></b>	<b><u>9,126,524</u></b>	<b><u>9,400,000</u></b>	<b><u>9,200,000</u></b>	<b><u>9,200,000</u></b>

# **DEPARTMENT OF PUBLIC WORKS WATER AND SEWER DIVISION**



**DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER****DIVISION: Bureau of Water & Sewer Engineering****INDEX: 305101 & 306101****ORIGIN/PURPOSE:**

The responsibilities of the Bureau of Water & Sewer Engineering include handling contract administration; Adequate Public Facilities requirements; existing utility line locations; quality control on construction of water and sewer capital projects and private developer projects; assisting in house utility assessments; planning for future growth and improvements to existing infrastructure. Responsibilities also include technical review of all developer projects to assure compliance with Harford County's Standard Specifications and Design Guidelines.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	1,201,203	1,139,702	1,302,570	1,226,004	1,226,004
20	CONTRACTUAL SERVICES	77,257	36,278	31,110	32,650	32,650
30	SUPPLIES & MATERIALS	5,019	3,282	6,400	6,200	6,200
40	BUSINESS & TRAVEL	894	2,368	2,660	3,900	3,900
50	CAPITAL OUTLAY	0	1,230	0	0	0
80	INTER-GOVERNMENTAL/INTER-FUND	0	5,223	0	0	0
	<b>GRAND TOTAL</b>	<b>1,284,373</b>	<b>1,188,083</b>	<b>1,342,740</b>	<b>1,268,754</b>	<b>1,268,754</b>
<b><u>FUNDING SOURCE:</u></b>						
51	WATER & SEWER OPERATING	<b>1,284,373</b>	<b>1,188,083</b>	<b>1,342,740</b>	<b>1,268,754</b>	<b>1,268,754</b>
<b><u>SUMMARY BY DIVISION:</u></b>						
305101	WATER ENGINEERING	669,794	600,367	678,775	643,652	643,652
306101	SEWER ENGINEERING	614,579	587,716	663,965	625,102	625,102
	<b>GRAND TOTAL</b>	<b>1,284,373</b>	<b>1,188,083</b>	<b>1,342,740</b>	<b>1,268,754</b>	<b>1,268,754</b>

**DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER**

**DIVISION: Bureau of Water & Sewer Engineering**

**INDEX: 305101 & 306101**

**FINANCIAL NOTES:**

The (\$73,986) net decrease in funding for Water and Sewer - Bureau of Water & Sewer Engineering is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	41,716	0	(41,716)	One-time FY 12 funds provided for 27th pay
o	116,894	80,926	(35,968)	Pension/Retirement rate adjustments per Treasury's estimates
o	5,200	6,024	824	Workers' Compensation rate adjustments per Treasury's estimates
o	168,934	169,228	294	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	6,260	7,600	1,340	Office Equipment - increase based on actual copier lease
o	21,000	21,000	0	Other Professional Services - Consultant contracts as required
o	7,610	8,850	1,240	Line items significantly adjusted, based on actual expense history:

<b>FY 12</b>	<b>FY 13</b>	<b>Change</b>	
3,550	3,650	100	Telephone Service
100	200	100	Other Contractual Services
2,400	2,200	(200)	General Office Supplies
500	600	100	Fuel Charges
60	200	140	Parking & Tolls
1,000	2,000	1,000	Training Seminars, Courses
<u>7,610</u>	<u>8,850</u>	<u>1,240</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER

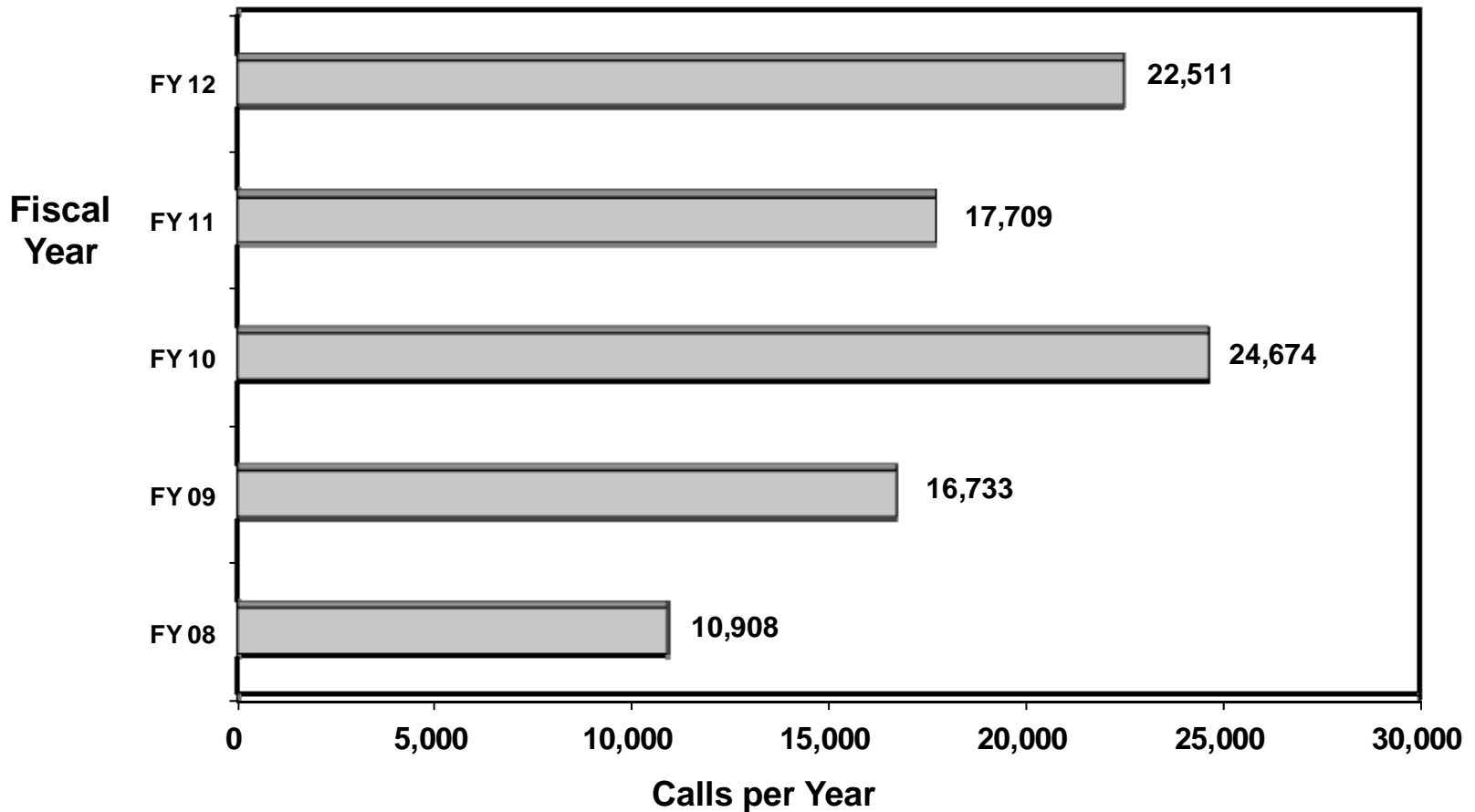
Index Nos. 305101  
306101

DIVISION: BUREAU OF WATER & SEWER ENGINEERING

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Chief, Engineering Division	1.00	71,400	1.00	71,400	1.00	71,400
Civil Engineer I	1.00	43,900	1.00	43,900	1.00	43,900
Civil Engineer II	2.00	115,157	2.00	115,157	2.00	115,157
Civil Engineer III	4.00	379,681	4.00	379,681	4.00	379,681
Civil Engineer IV	1.00	110,992	1.00	110,992	1.00	110,992
Drafting Technician II	1.00	56,112	1.00	56,112	1.00	56,112
Engineering Associate III	1.00	51,852	1.00	51,852	1.00	51,852
GIS Coordinator	1.00	70,094	1.00	70,094	1.00	70,094
Permits Clerk	1.00	27,500	0.00	0	0.00	0
<b>TOTAL FULL-TIME SALARIES</b>	<b>13.00</b>	<b>926,688</b>	<b>12.00</b>	<b>899,188</b>	<b>12.00</b>	<b>899,188</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		75,988		116,894		80,926
Workers' Compensation		7,262		5,200		6,024
Health Benefits		160,714		168,934		169,228
Overtime & Shift Differential		1,000		400		400
FICA		70,708		68,558		68,558
Miscellaneous		1,820		1,680		1,680
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>317,492</b>		<b>361,666</b>		<b>326,816</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>41,716</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>13.00</b>	<b>1,244,180 *</b>	<b>12.00</b>	<b>1,302,570</b>	<b>12.00</b>	<b>1,226,004</b>

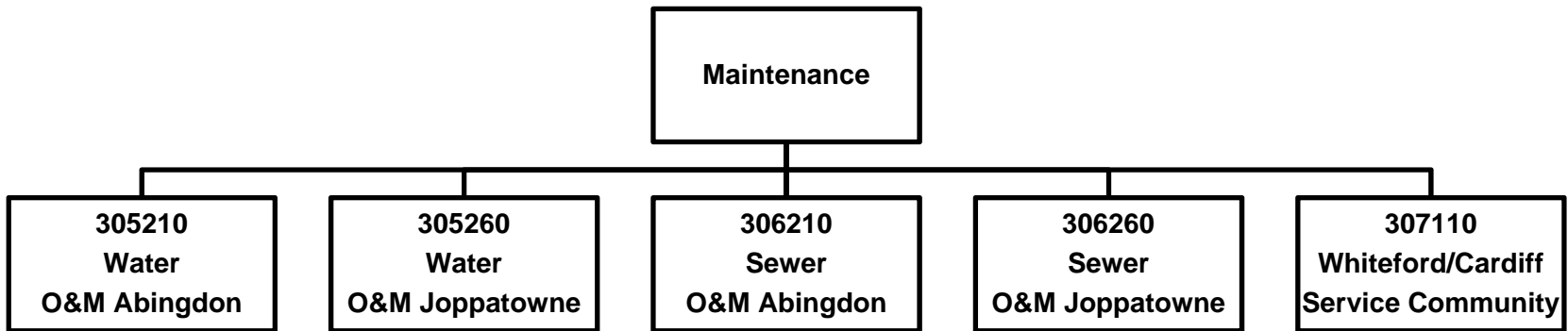
\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

# Water & Sewer Miss Utility Calls



# DEPARTMENT OF PUBLIC WORKS

## WATER AND SEWER DIVISION



**DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER****DIVISION: Bureau of Water & Sewer Maintenance****INDEX: 305210, 305260, 306210, 306260, 307110****ORIGIN/PURPOSE:**

The Bureau of Water and Sewer Maintenance is responsible for operating and maintaining the water distribution system and sewer collection system on a 24-hour, 7-days a week basis. They provide extensive customer service through the Water Meter Section, Maintenance Section and the Customer Relations Section by responding to customer service requests or problems within 20 minutes for both normal and emergency services. Customer Service is also provided by the continuous implementation of the "Preventative Maintenance Plan." The Maintenance Section is also responsible for system locations for the One Call (Miss Utility) system.

**FY '12 - '13 GOAL:**

2 TO PROVIDE RESPONSIVE, TIMELY, ECONOMICAL AND FRIENDLY SERVICE TO OUR CUSTOMERS

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	4,476,422	4,329,370	4,579,586	4,217,541	4,217,541
20	CONTRACTUAL SERVICES	470,970	658,756	814,426	914,421	914,421
30	SUPPLIES & MATERIALS	475,485	602,786	806,625	954,325	954,325
40	BUSINESS & TRAVEL	243,555	284,357	335,850	340,350	340,350
50	CAPITAL OUTLAY	25,128	30,536	95,600	59,605	59,605
70	MISCELLANEOUS	78,000	70,600	78,000	78,000	78,000
80	INTER-GOVERNMENTAL/INTER-FUND	55,368	135,893	0	0	0
	<b>GRAND TOTAL</b>	<b>5,824,928</b>	<b>6,112,298</b>	<b>6,710,087</b>	<b>6,564,242</b>	<b>6,564,242</b>

**FUNDING SOURCE:**

51	WATER & SEWER OPERATING	<b>5,824,928</b>	<b>6,112,298</b>	<b>6,710,087</b>	<b>6,564,242</b>	<b>6,564,242</b>
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**SUMMARY BY DIVISION:**

305210	WATER O & M ABINGDON	3,469,126	3,556,511	3,911,084	3,847,234	3,847,234
305260	WATER O & M JOPPATOWNE	75,544	98,029	95,931	109,904	109,904
306210	SEWER O & M ABINGDON	2,161,334	2,297,113	2,542,761	2,442,573	2,442,573
306260	SEWER O & M JOPPATOWNE	39,574	70,144	74,311	72,731	72,731
307110	SEWER WHITEFORD SERVICE COMMUNITY	79,350	90,501	86,000	91,800	91,800
	<b>GRAND TOTAL</b>	<b>5,824,928</b>	<b>6,112,298</b>	<b>6,710,087</b>	<b>6,564,242</b>	<b>6,564,242</b>

**DEPARTMENT: PUBLIC WORKS - WATER AND SEWER****DIVISION: Bureau of Water & Sewer Maintenance****INDEX: 305210, 305260, 306210, 306260, 307110****FINANCIAL NOTES:**

The (\$145,845) net decrease in funding for Water and Sewer - Bureau of Water & Sewer Maintenance is the result of:

	FY 12	FY 13	CHANGE	
o	2,774,272	2,712,203	(62,069)	Full Time Salaries
			3,673	Salary adjustments based on the recommendations of the Department of Human Resources
			(65,742)	Staff Turnover
			<u>(62,069)</u>	<u>(2.37%)</u>
o		(71,305)	(71,305)	Position transferred between Water & Sewer divisions during FY 12:
			# of Positions	Salary
			(1.00)	(43,893)
				Fringe
				(27,412)
				Total
				(71,305)
				Computer Records Assistant position transferred to Water Production (305280) and reclassified as a W/WW Facility Mechanic Trainee
o	41,733	34,268	(7,465)	Temporary Salaries - provides for an Administrative Assistant and a Laborer, decrease based on a reduction of hours worked
o	132,186	0	(132,186)	One-time FY 12 funds provided for 27th pay
o	370,520	254,488	(116,032)	Pension/Retirement rate adjustments per Treasury's estimates
o	77,094	86,633	9,539	Workers' Compensation rate adjustments per Treasury's estimates
o	712,674	723,560	10,886	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	212,500	223,850	11,350	Overtime - increase based on actual expense history for emergency utility crews to cover 24-hour operations
o	17,582	17,291	(291)	Shift Differential - decrease based on actual expense history
o	232,765	228,293	(4,472)	FICA adjustments
o	6,900	8,200	1,300	Answering Service - increase anticipated due to rebidding of contract

**DEPARTMENT: PUBLIC WORKS****DIVISION: Bureau of Water & Sewer Maintenance****INDEX: 305210, 305260, 306210, 306260, 307110****FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	65,000	60,000	(5,000)	Emergency Reporting System - funding for the installation of Verizon Fiber Optic cable through portions of Harford County based on actual expense history
o	132,300	135,300	3,000	Other Professional Services:

Index	FY 12	FY 13	Change	Explanation
Abingdon Water	5,000	5,000	0	towing and plumbing services, and camera inspection from main line to the street, flush out main water lines and consultant services for Information Asset Technology Plan
Joppatowne Water	300	300	0	rehab fire hydrants (e.g. sand blast, primer and top coat)
Joppatowne Sewer	25,000	25,000	0	preventive maintenance program
Abingdon Sewer	100,000	100,000	0	root control in existing sub-division right of ways, grubbing/cleaning sewer interceptor easements, install sewer service by contract labor, calibrate and test sewer flow meters in off-site areas and repair of sewer main line and service over 18' deep
Cardiff	2,000	5,000	3,000	for unanticipated emergency outsourcing of contractors, plumbers, etc. based on actuals
	132,300	135,300	3,000	

o	17,000	92,000	75,000	Other Services & Maintenance - increase for Cityworks maintenance @ \$25,000 and a one-time expense of \$50,000 to implement Cityworks on web server
o	0	3,500	3,500	Uniforms-Purchase - shirts, hats, etc. purchased every two years which are not included in the Uniform Rental contract
o	35,000	50,000	15,000	Water Meter Repair Parts - increase due to new bid for parts and lead free requirements enacted 1/1/12

**DEPARTMENT: PUBLIC WORKS**

**DIVISION: Bureau of Water & Sewer Maintenance**

**INDEX: 305210, 305260, 306210, 306260, 307110**

**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	42,500	63,500	21,000	W & S Lines Service - increase due to cost of parts and lead free requirements enacted 1/1/12
o	354,900	433,200	78,300	Water Meter Purchases - new and replacement installations due to replacement program for all meters exceeding 15 years of age, increase due to re-bid of meters and lead free requirements enacted 1/1/12
o	85,000	100,000	15,000	Unanticipated Maintenance - contingency for unexpected emergencies
o	10,000	20,000	10,000	Communication Service - increase for service and installation of mobile radios based on actual expenses
o	95,600	59,605	(35,995)	Equipment:
				Hex-a-Gram & Meters 30,705 Testing Gauge 13,000
				Saws - All Types 1,500 Tampers 1,000
				Hydraulic Power Tools 4,500 Pumps 3,000
				Leak Detection Equipment 3,400 Generators 2,500
o	78,000	78,000	0	Payments to Other Government Agencies - payment to the Pennsylvania Delta Borough for waste treatment, as required by an inter-state agreement

**DEPARTMENT: PUBLIC WORKS**

**DIVISION: Bureau of Water & Sewer Maintenance**

**INDEX: 305210, 305260, 306210, 306260, 307110**

**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	388,626	422,471	33,845	Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change	
	14,200	30,000	15,800	Office Equipment
	43,756	42,000	(1,756)	Electricity
	15,000	14,000	(1,000)	Heating Fuel (Gas)
	27,420	29,950	2,530	Telephone Service
	5,000	4,000	(1,000)	Operating Equipment
	17,000	16,000	(1,000)	Building/Custodial Services
	37,000	37,771	771	Md American Fire Hydrant
	5,200	4,700	(500)	Delivery Charges
	1,550	2,450	900	General Office Mailing
	30,100	30,700	600	Equipment Repair Parts
	12,500	13,500	1,000	Small Tools
	9,000	10,000	1,000	Chemicals in Bulk
	29,000	40,000	11,000	Crushed Aggregate
	4,400	5,400	1,000	Other Supplies & Materials
	132,500	135,000	2,500	County Owned Vehicles
	5,000	7,000	2,000	Training Seminars, Courses (MDE Certifications)
	<u>388,626</u>	<u>422,471</u>	<u>33,845</u>	

**DIVISION STAFF SUMMARY**

**DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER**

**DIVISION: BUREAU OF WATER & SEWER MAINTENANCE**

**Index Nos.**

**305210**

**305260**

**306210**

**306260**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	0.00	0	1.00	40,107	1.00	40,107
Administrative Assistant II	2.00	102,296	2.00	102,296	2.00	102,296
Administrative Specialist II	1.00	79,376	1.00	79,375	1.00	79,375
Assistant Superintendent	4.00	291,747	4.00	291,749	4.00	291,749
Chief, Water & Sewer (Facilities)	1.00	110,992	1.00	110,990	1.00	110,990
Computer Records Assistant	1.00	43,892	1.00	43,892	0.00	0 A
Equipment Repair Specialist	1.00	37,300	1.00	37,300	1.00	37,300
Permit Clerk	1.00	33,100	0.00	0	0.00	0
Superintendent of Water & Sewer Facilities	1.00	90,507	1.00	90,507	1.00	90,507
Water & Sewer Facilities Maintenance Specialist	1.00	66,544	1.00	66,544	1.00	66,544
Water & Sewer Utility Crew Chief	6.00	310,710	6.00	310,710	6.00	310,710
Water & Sewer Utility Technician II	1.00	63,799	1.00	63,799	1.00	63,799
Water & Sewer Utility Technician III	3.00	189,575	3.00	189,575	2.00	130,634
Water & Sewer Utility Worker I	6.00	219,570	3.00	126,962	5.00	181,590 B
Water & Sewer Utility Worker II	12.00	373,015	15.00	461,609	11.00	334,544
Water & Sewer Utility Worker III (Certified)	1.00	37,300	3.00	112,547	3.00	112,547
Water & Sewer Utility Worker III (Non Certified)	3.00	94,399	1.00	30,850	4.00	124,616 C
Water & Sewer Utility Worker IV	2.00	104,677	2.00	104,677	2.00	104,677
Water Meter Mechanic I	1.00	51,958	1.00	51,958	1.00	27,500
Water Meter Mechanic II	7.00	293,227	7.00	293,227	7.00	293,227
Water Meter Technician I	2.00	107,784	2.00	107,784	2.00	107,784
Water Meter Technician II	1.00	57,814	1.00	57,814	1.00	57,814
<b>TOTAL FULL-TIME SALARIES</b>	<b>58.00</b>	<b>2,759,582</b>	<b>58.00</b>	<b>2,774,272</b>	<b>57.00</b>	<b>2,668,310</b>

# DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER

DIVISION: BUREAU OF WATER & SEWER MAINTENANCE

Index Nos.

305210  
306210

305260  
306260

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		41,733		41,733		34,268
<b>SALARY TOTAL</b>	<b>58.00</b>	<b>2,801,315</b>	<b>58.00</b>	<b>2,816,005</b>	<b>57.00</b>	<b>2,702,578</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		235,258		370,520		248,782
Workers' Compensation		106,418		77,094		86,545
Health Benefits		619,780		712,674		705,440
Overtime & Shift Differential		230,082		230,082		241,141
FICA		231,566		232,765		224,935
Miscellaneous		8,260		8,260		8,120
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>1,431,364</b>		<b>1,631,395</b>		<b>1,514,963</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>132,186</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>58.00</b>	<b>4,232,679 *</b>	<b>58.00</b>	<b>4,579,586</b>	<b>57.00</b>	<b>4,217,541</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Computer Records Assistant position transferred to Water Production and reclassified as a W/WW Facility Mechanic Trainee - #2187

B - Two (2) vacant Water & Sewer Utility Worker II positions filled as Water & Sewer Utility Worker I - #1502 and #1024

One (1) Water & Sewer Utility Worker II downgraded to a Water & Sewer Utility Worker I - #1033

C - Three (3) Water & Sewer Utility Worker II positions upgraded to Water & Sewer Utility Workers III (Non Certified) - #1070, #1501 and #3498

## DPW - WATER & SEWER - WATER & SEWER MAINTENANCE OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide responsive, timely, economical and friendly service to our customers.

### **Department Objective**

To replace 1,500 touchpad meters a year with more efficient Electronic Receiver Transmitter (ERT) meters.

### **County Goal(s) Supported**

III. Efficient County Government

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$450,937	\$450,937	\$450,937	\$450,937	\$450,937
Number of meter readers	5.3	5.3	5.3	5.3	5.3
<b><u>Output:</u></b>					
Total number of meters read per year	169,304	170,496	171,499	172,414	173,374
<b><u>Efficiency:</u></b>					
Meter readings per employee per year	31,944	32,169	32,358	32,530	32,712
Man hours spent per 100 meters read	2.61	2.58	2.29	2.03	1.82
<b><u>Outcome:</u></b>					
Percent of meters in system that are ERT meters	61%	64.6%	73.1%	81.6%	90.1%

### **Explanation and Analysis of Performance Measures**

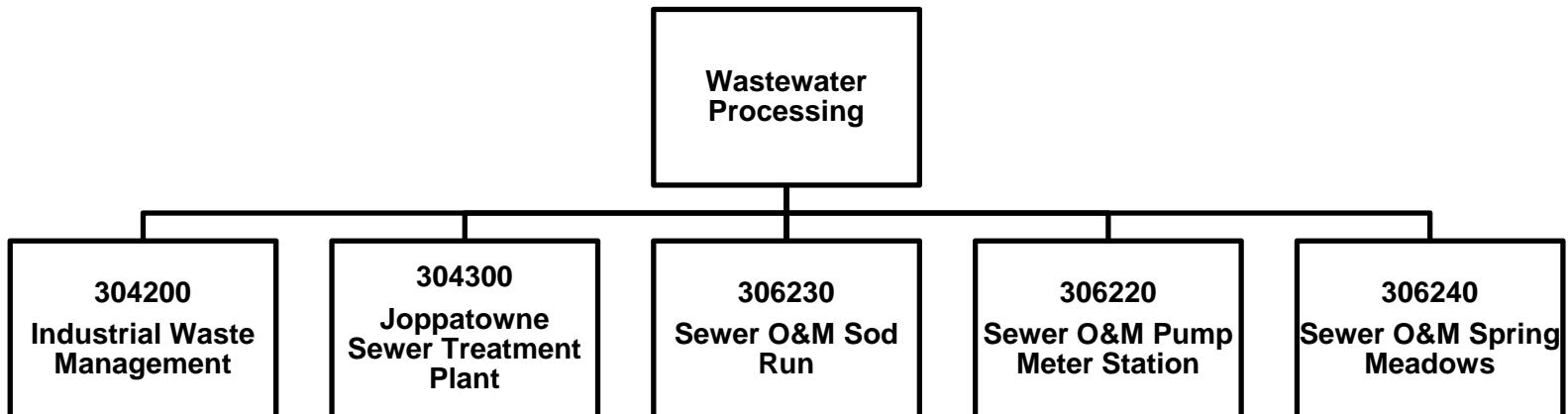
Implementation of ERT meters reduces costs, improves operations, reliability, and the accuracy of the information and bills rendered, which leads to overall customer satisfaction.

### **Major Related Plans and Policies**

Capital Improvements/Replacement Plan in place to replace existing touchpad meters.

# DEPARTMENT OF PUBLIC WORKS

## WATER AND SEWER DIVISION



**DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER****DIVISION: Bureau of Water & Sewer Operations - Wastewater Processing****INDEX: 304200, 304300, 306220, 306230, 306240****ORIGIN/PURPOSE:**

The Wastewater Processing section of the Bureau of W & S Operations is responsible for the treatment of industrial and domestic wastewater originating from the 42,975 plus customers of the County's sewer system as well as the wastewater from the Town of Bel Air and all the septic tank water generated in the County. We also regionally treat several water and wastewater plant sludges and residuals. Utilizing three County-owned plants, wastewater is processed to discharge a quality effluent that protects our natural waterways, assures cost effective sewer service, protecting, the health and welfare of our citizens and enhances the economic development of the County. The service is also responsible for the operation of 55 wastewater pumping stations which move wastewater from the communities to the Wastewater Treatment Plants. Unique responsibilities include: operation and maintenance of about 300 individual home sewage collection/pumping systems collectively known as Southwest Facilities, formal tour and education agreements with the Harford County Public Schools and management of our Industrial Waste Monitoring Program to be in compliance with Federal Regulations.

**FY '12 - '13 GOAL:**

2 TO PROVIDE RESPONSIVE, TIMELY, ECONOMICAL AND FRIENDLY SERVICE TO OUR CUSTOMERS

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	4,736,513	4,836,805	5,183,302	4,834,607	4,834,607
20	CONTRACTUAL SERVICES	4,094,017	3,687,462	3,924,317	4,142,740	4,142,740
30	SUPPLIES & MATERIALS	943,435	914,490	1,012,110	1,039,235	1,039,235
40	BUSINESS & TRAVEL	191,243	215,478	183,112	214,625	214,625
50	CAPITAL OUTLAY	261,712	403,553	328,747	558,482	558,482
70	MISCELLANEOUS	28,866	28,804	29,200	35,200	35,200
80	INTER-GOVERNMENTAL/INTER-FUND	126,868	115,753	0	0	0
	<b>GRAND TOTAL</b>	<b>10,382,654</b>	<b>10,202,345</b>	<b>10,660,788</b>	<b>10,824,889</b>	<b>10,824,889</b>

**FUNDING SOURCE:**

51	WATER & SEWER OPERATING	<b>10,382,654</b>	<b>10,202,345</b>	<b>10,660,788</b>	<b>10,824,889</b>	<b>10,824,889</b>
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**SUMMARY BY DIVISION:**

304200	INDUSTRIAL WASTE MANAGEMENT	182,795	157,916	163,995	155,442	155,442
304300	JOPPATOWNE SEWERAGE TREATMENT PLANT	669,551	599,520	716,684	718,352	718,352
306220	SEWER O & M PUMP/METER STATIONS	2,339,144	2,507,670	2,347,584	2,485,048	2,485,048
306230	SEWER O & M SOD RUN	7,086,464	6,828,977	7,316,283	7,339,520	7,339,520
306240	SEWER O & M SPRING MEADOW	104,700	108,262	116,242	126,527	126,527
	<b>GRAND TOTAL</b>	<b>10,382,654</b>	<b>10,202,345</b>	<b>10,660,788</b>	<b>10,824,889</b>	<b>10,824,889</b>

**DEPARTMENT: PUBLIC WORKS - WATER AND SEWER****DIVISION: Bureau of Water & Sewer Operations - Wastewater Processing****INDEX: 304200, 304300, 306220, 306230, 306240****FINANCIAL NOTES:**

The \$164,101 net increase in funding for Water and Sewer - Bureau of Water & Sewer Operations - Wastewater Processing is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	3,158,048	3,048,778	(109,270)	Full Time Salaries
			8,400	Salary adjustments based on the recommendations of the Department of Human Resources
			(117,670)	Staff Turnover (3.73%)
			<u>(109,270)</u>	
o	150,462	0	(150,462)	One-time FY 12 funds provided for 27th pay
o	416,564	278,557	(138,007)	Pension/Retirement rate adjustments per Treasury's estimates
o	89,266	98,783	9,517	Workers' Compensation rate adjustments per Treasury's estimates
o	786,547	794,717	8,170	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	237,000	274,500	37,500	Overtime - increase based on actual expense history
o	26,390	25,850	(540)	Shift Differential adjustments based on actual expense history
o	264,709	259,176	(5,533)	FICA adjustments
o	60,000	85,000	25,000	Engineering Services - funding to continue engineering consult and service contract for electronic process control and Supervisory Control and Data Acquisition (SCADA) system and new for FY 13 an engineering study on installing shredders on dewater pumps to improve land application of biosolids
o	5,680	4,700	(980)	Communication Service - maintenance contract for mobile radio service decreased
o	35,700	41,300	5,600	Grounds Maintenance - increase based on mowing contracts and tree removal
o	0	3,000	3,000	Uniforms-Purchase - winterwear (jackets or coveralls) to supplement rented uniforms
o	50,000	50,000	0	Unanticipated Maintenance - contingency for unexpected emergencies
o	148,600	154,080	5,480	Operating Equipment - various service contracts (primarily chlorine system and grit/grease removal) increase based on actual contract costs
o	1,550	11,250	9,700	Training Seminars & Courses - increase due to new staff development plan to provide classes mandatory for compliance with MDE license requirements

**DEPARTMENT: PUBLIC WORKS****DIVISION: Bureau of Water & Sewer Operations - Wastewater Processing****INDEX: 304200, 304300, 306220, 306230, 306240****FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	693,500	879,500	186,000	Facility Repair & Renovation - increase based on actual expenses:

Index	FY 12	FY 13	Change	Explanation
Pump Meter Stations	162,000	194,000	32,000	normal repairs
Sod Run	430,000	535,000	105,000	normal repairs and rebuild 400 HP blowers
Spring Meadows	1,500	13,500	12,000	normal repairs, replace grating and handrails on outdoor surge tank and rebuild shredder pump
Joppatowne Sewer Treatment Plant	100,000	137,000	37,000	plant outfall line maintenance and rebuild plant's mechanical bar screen
TOTALS	693,500	879,500	186,000	

o	3,124,372	3,161,250	36,878	Line items significantly adjusted, based on actual expense history:
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	FY 12	FY 13	Change	
	1,860,500	1,860,000	(500)	Electricity
	63,000	55,000	(8,000)	Heating Fuel - Oil (transferred to Diesel Fuel)
	63,450	60,200	(3,250)	Telephone Service
	18,247	20,300	2,053	Building/Custodial Services
	7,525	8,150	625	General Office Supplies
	1,500	2,200	700	Printing-Commercial
	9,900	10,500	600	Delivery Charges
	4,925	5,850	925	Janitorial Supplies & Equipment
	303,100	338,550	35,450	Equipment Repairs Parts
	10,225	12,300	2,075	Small Tools
	7,100	9,050	1,950	Building Supplies
	531,000	490,000	(41,000)	Chemicals in Bulk
	31,250	40,100	8,850	Laboratory Supplies
	22,800	27,950	5,150	Safety Equipment
	550	1,500	950	Sand, Salt & Other Bulk De-Icers
	0	1,000	1,000	Crushed Aggregate
	10,500	18,000	7,500	Diesel Fuel (transferred from Heating Fuel - Oil)
	68,000	74,000	6,000	County Owned Vehicles
	71,000	80,500	9,500	Fuel Charges
	37,800	45,300	7,500	Non-Targeted - FVS
	2,000	800	(1,200)	Professional Books
	<u>3,124,372</u>	<u>3,161,250</u>	<u>36,878</u>	

**DEPARTMENT: PUBLIC WORKS**

**DIVISION: Bureau of Water & Sewer Operations - Wastewater Processing**

**INDEX: 304200, 304300, 306220, 306230, 306240**

**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	927,300	935,010	7,710	Other Professional Services - increase based on actuals:

Index	FY 12	FY 13	Change	Explanation
Industrial Waste Management	3,000	2,210	(790)	lab analysis for MDE compliance
Joppatowne Sewer Treatment Plant	8,000	7,800	(200)	NPDES monitoring and BNR testing, emergency pump outs at plants and transport of lab samples for analysis
Pump Meter Stations	16,000	26,000	10,000	emergency pumping and cleanout of sewers in Southwest Facilities per actuals
Sod Run	899,000	897,000	(2,000)	19,000 lab services per NPDES compliance 10,000 scale fees for weighing biosolids hauling trucks 74,400 contract to pump out lagoon per bid 698,600 the contract for handling biosolids 95,000 landfill disposal as needed per bid
Spring Meadows	1,300	2,000	700	emergency pumping and lab analysis for NPDES per actuals
TOTALS	927,300	935,010	7,710	

o	29,200	35,200	6,000	Payments to Other Government Agencies:
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	FY 12	FY 13	Change	
Joppatowne	10,000	10,000	0	sludge generation fee paid to the
Sod Run	19,000	25,000	6,000	Maryland Department of the
Spring Meadows	200	200	0	Environment per actuals
	<u>29,200</u>	<u>35,200</u>	<u>6,000</u>	

DEPARTMENT: PUBLIC WORKS

DIVISION: Bureau of Water & Sewer Operations - Wastewater Processing

INDEX: 304200, 304300, 306220, 306230, 306240

FINANCIAL NOTES:

	FY 12	FY 13	CHANGE				
o	328,747	558,482	229,735	Equipment:			
				W & S Plant Improvements	71,000	Generators	23,500
				Electronic Process Control	27,000	Pumps	234,000
				Electric Heater	2,500	Laboratory Equip	31,982
				Air Compressor	34,000	Other Equipment	114,800
				Blowers	3,700	Tower, Antenna	16,000

**DIVISION STAFF SUMMARY**

**DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER**

**Index Nos.**

**304200  
304300**

**306220  
306230**

**306240**

**DIVISION: BUREAU OF WATER & SEWER OPERATIONS - WASTEWATER PROCESSING**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	2.00	94,951	2.00	94,951	2.00	94,951
Assistant Superintendent	2.90	251,974	2.90	251,974	2.90	234,079
Central Stores Manager	1.00	41,513	1.00	41,513	1.00	41,513
Chemist	0.50	28,630	0.50	28,630	0.50	28,630
Chief, Water & Sewer (Operations )	0.70	82,418	0.70	84,019	0.70	84,019
Computer System Engineer III	1.00	74,535	1.00	74,535	1.00	74,535
Electrician W & S Operations	1.00	44,322	1.00	44,322	1.00	44,322
Instrumentation Technician	1.00	56,136	1.00	56,136	1.00	56,136
Laboratory Assistant	1.00	42,760	0.00	0	0.00	0
Laboratory Technician	2.80	132,456	3.80	176,499	3.80	176,499
Management Assistant II	1.00	84,703	1.00	84,703	1.00	84,703
Plant Operations Manager	2.00	162,651	2.00	162,651	2.00	162,651
Plant Operator (Water/Wastewater)	6.00	283,791	7.00	321,091	8.00	358,392 A
Plant Operator Trainee I (Water/Wastewater)	2.00	56,588	2.00	56,588	5.00	137,500 B
Plant Operator Trainee II (Water/Wastewater)	6.00	200,121	5.00	167,021	0.00	0
Plant Superintendent W & S	1.85	173,948	1.85	173,947	1.85	164,809
Pretreatment Inspector	1.00	43,900	1.00	43,900	1.00	43,900
Process Engineer	1.00	74,353	1.00	74,353	1.00	58,000
Senior Electrician Water & Sewer	0.70	40,835	0.70	40,835	0.70	40,835
Senior Instrumentation Technician	0.70	43,328	0.70	43,328	0.70	43,328
Senior Plant Operator	6.00	359,616	6.00	359,616	4.00	239,489
Senior W/WW Facility Mechanic	1.85	103,527	1.85	103,527	1.85	103,527
Shift Supervisor/Plant Operations	3.00	197,789	3.00	197,789	3.00	201,540
Superintendent of Laboratories	0.90	58,868	0.90	58,868	0.90	58,868
Water & Sewer Utility Worker III (Non Certified)	2.00	72,243	2.00	72,243	2.00	72,243
Water/Wastewater Facility Mechanic Trainee	0.00	0	0.00	0	3.00	99,300 C
Water/Wastewater Facility Mechanic	6.85	345,009	6.85	345,009	6.85	345,009
<b>TOTAL FULL-TIME SALARIES</b>	56.75	3,150,965	56.75	3,158,048	56.75	3,048,778

# DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER

Index Nos.

304200

306220

306240

304300

306230

DIVISION: BUREAU OF WATER & SEWER OPERATIONS - WASTEWATER PROCESSING

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		46,301		46,301		46,301
SALARY TOTAL	56.75	3,197,266	56.75	3,204,349	56.75	3,095,079
OTHER PERSONAL SERVICES						
Pension & Retirement		258,380		416,564		278,557
Workers' Compensation		123,371		89,266		98,783
Health Benefits		668,742		786,547		794,717
Overtime & Shift Differential		263,500		263,390		300,350
FICA		264,273		264,709		259,176
Miscellaneous		8,015		8,015		7,945
TOTAL OTHER PERSONAL SERVICES		1,586,281		1,828,491		1,739,528
TOTAL 27TH PAY COST		0		150,462		0
TOTAL PERSONAL SERVICES	56.75	4,783,547 *	56.75	5,183,302	56.75	4,834,607

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - Two (2) Plant Operator Trainee II (Water/Wastewater) positions upgraded to Plant Operator (Water/Wastewater) - #1088 and #1103

B - One (1) vacant Senior Plant Operator filled as a Plant Operator Trainee I (Water/Wastewater) - #1109

Three (3) vacant Plant Operator Trainee II (Water/Wastewater) positions filled as Plant Operator Trainee I (Water/Wastewater) - #1093, #1099 and #1412

C - One (1) vacant Plant Operator Trainee I (Water/Wastewater) filled as a Water/Wastewater Facility Mechanic Trainee - #1079

One (1) vacant Plant Operator (Water/Wastewater) filled as a Water/Wastewater Facility Mechanic Trainee - #1096

One (1) vacant Senior Plant Operator filled as a Water/Wastewater Facility Mechanic Trainee - #2738

## DPW - WATER & SEWER - WASTEWATER PROCESSING OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide economical treatment of wastewater that protects the environment.

### **Department Objective**

To outperform the NPDES permit requirements for our two major wastewater treatment plants, Sod Run and Joppatowne

### **County Goal(s) Supported**

III. Efficient County Government

V. Environmental Stewardship

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Expenditures for wastewater treatment	\$7,468,189	\$7,860,705	\$7,536,759	\$8,149,209	\$8,184,399
<b><u>Output:</u></b>					
Millions of gallons treated (Sod Run & Joppatowne)	4,450	5,068	4,810	5,162	5,225
<b><u>Efficiency:</u></b>					
Cost per million gallons of treated	\$1,678	\$1,551	\$1,567	\$1,579	\$1,566
<b><u>Service Quality:</u></b>					
Percentage removed beyond permit:					
Total Suspended Solids (TSS)	≤30 mg/l	≤30 mg/l	≤30 mg/l	≤30 mg/l	≤30 mg/l
Biological Oxygen Demand (BOD)	≤25.3 mg/l	≤25.3 mg/l	≤21.6 mg/l	≤21.6 mg/l	≤21.6 mg/l
Total Phosphorus (TP)	≤1.7 mg/l	≤1.7 mg/l	≤1.7 mg/l	≤1.7 mg/l	≤1.7 mg/l
Total Nitrogen (TN)	≤10 mg/l	≤10 mg/l	≤10 mg/l	≤10 mg/l	≤10 mg/l
<b><u>Outcome:</u></b>					
Average concentration TSS achieved	4.9	6.8	5.7	5.7	5.8
Average concentration of BOD achieved	4.0	4.9	5.9	3.9	4.9
Average concentration of TP achieved	0.8	0.8	0.7	0.8	0.8
Average concentration of TN achieved	8.8	9.7	9.9	8.9	8.8

### **Explanation and Analysis of Performance Measures**

Wastewater Processing seeks to maintain service costs while protecting the environment and providing customers with quality service. Performance and requirements is based on a flow weighted combination of the permits and plant performance.

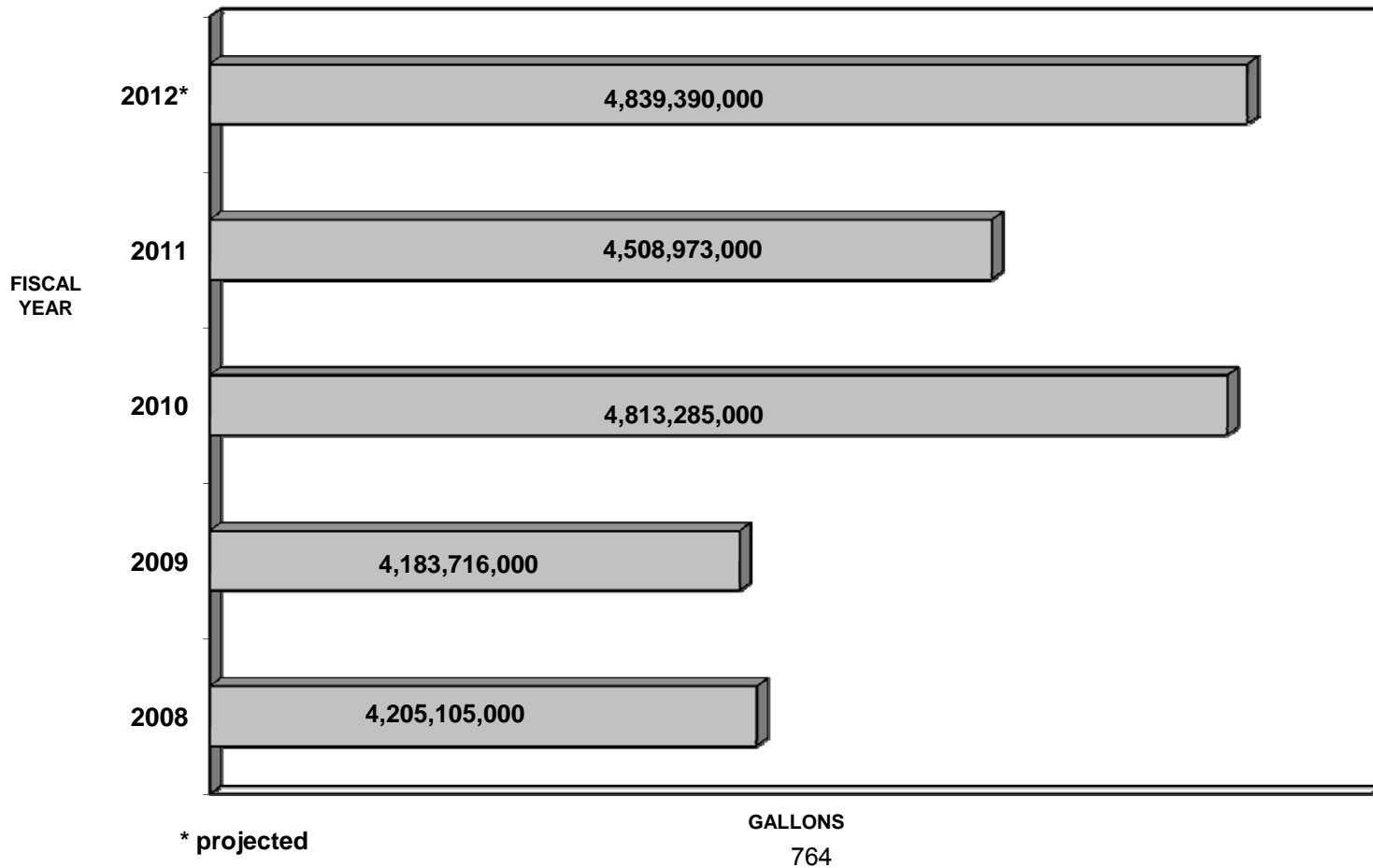
### **Major Related Plans and Policies**

Upgrades and improvements to plants and treatment processes occur on an on-going basis.

# Water & Sewer

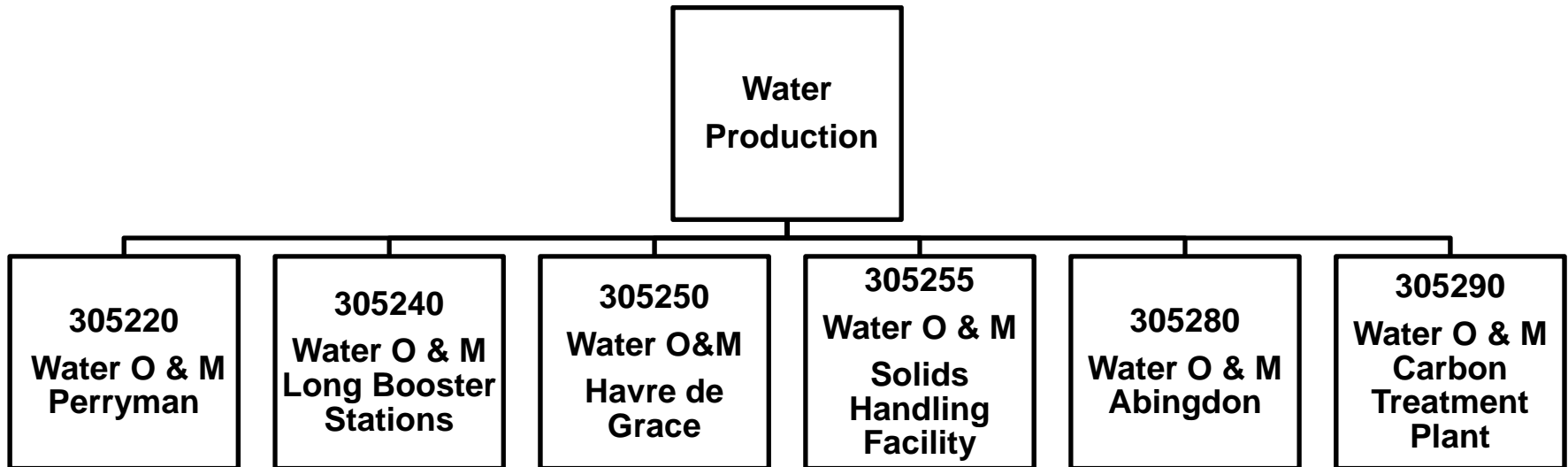
## Sod Run Wastewater Treatment Plant

### Total Gallons of Treated Flow



# DEPARTMENT OF PUBLIC WORKS

## WATER AND SEWER DIVISION



**DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER****DIVISION: Bureau of Water & Sewer Operations - Water Production****INDEX: 305220, 305240, 305250, 305255, 305280, 305290****ORIGIN/PURPOSE:**

The Water Production Section of the Bureau of W & S Operations provides safe and potable water to over 42,975 customer connections (estimated over 100,000 people) on the County's water system. The section utilizes three County-owned treatment plants, 12 booster stations and 13 water towers to process and deliver water. The County also can provide water, through appropriate agreements, to the other smaller utilities as required. The County also purchases water from the City of Havre de Grace through an intergovernmental agreement. This section is able to monitor and direct water throughout the system's four pressure zones via radio telemetry. The Maryland Department of the Environment generally recognizes the Abingdon Water Plant as a model for all other systems. The Abingdon plant began construction to expand the capacity of the plant in early 2009 and was completed in 2012.

**FY '12 - '13 GOAL:**

3 TO PROVIDE CLEAN, AFFORDABLE WATER TO OUR CUSTOMERS

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	2,743,972	2,737,592	2,867,604	2,678,301	2,678,301
20	CONTRACTUAL SERVICES	1,879,920	1,488,396	2,424,222	2,000,258	2,000,258
30	SUPPLIES & MATERIALS	685,559	804,175	979,375	1,134,660	1,134,660
40	BUSINESS & TRAVEL	28,820	37,330	30,380	38,900	38,900
50	CAPITAL OUTLAY	104,374	139,907	152,250	219,600	219,600
80	INTER-GOVERNMENTAL/INTER-FUND	672,000	720,000	780,000	620,000	620,000
	<b>GRAND TOTAL</b>	<b>6,114,645</b>	<b>5,927,400</b>	<b>7,233,831</b>	<b>6,691,719</b>	<b>6,691,719</b>

**FUNDING SOURCE:**

51	WATER & SEWER OPERATING	<b>6,114,645</b>	<b>5,927,400</b>	<b>7,233,831</b>	<b>6,691,719</b>	<b>6,691,719</b>
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**SUMMARY BY DIVISION:**

305220	WATER O & M PERRYMAN	787,755	747,508	867,039	876,637	876,637
305240	WATER O & M LONG BOOSTER STATIONS	479,138	412,519	480,478	495,211	495,211
305250	WATER O & M HAVRE DE GRACE	1,190,539	1,189,403	1,413,000	1,140,820	1,140,820
305255	WATER O & M SOLIDS HANDLING FACILITY	0	0	21,300	25,318	25,318
305280	WATER O & M ABINGDON	3,635,816	3,569,045	4,441,499	4,139,393	4,139,393
305290	WATER O & M CARBON TREATMENT PLANT	21,397	8,925	10,515	14,340	14,340
	<b>GRAND TOTAL</b>	<b>6,114,645</b>	<b>5,927,400</b>	<b>7,233,831</b>	<b>6,691,719</b>	<b>6,691,719</b>

**DEPARTMENT: PUBLIC WORKS - WATER AND SEWER****DIVISION: Bureau of Water & Sewer Operations - Water Production****INDEX: 305220, 305240, 305250, 305255, 305280, 305290****FINANCIAL NOTES:**

The (\$542,112) net decrease in funding for Water and Sewer - Bureau of Water & Sewer Operations - Water Production is the result of:

	FY 12	FY 13	CHANGE	
o	1,767,010	1,721,909	(45,101)	Full Time Salaries
			11,200	Salary adjustments based on the recommendations of the Department of Human Resources
			(56,301)	Staff Turnover (3.19%)
			<u>(45,101)</u>	
o		41,149	41,149	The net result to this division for staff transfers between Water & Sewer divisions:
			# of Positions	Salary
			1.00	33,100
			Fringe	Total
			8,049	41,149
			Computer Records Assistant position transferred from W & S Maintenance and reclassified as a W/WW Facility Mechanic Trainee	
o	84,596	0	(84,596)	One-time FY 12 funds provided for 27th pay
o	232,209	156,700	(75,509)	Pension/Retirement rate adjustments per Treasury's estimates
o	50,095	54,948	4,853	Workers' Compensation rate adjustments per Treasury's estimates
o	417,290	381,185	(36,105)	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	111,300	120,550	9,250	Overtime adjusted based on actual expense history
o	33,550	33,150	(400)	Shift Differential - adjusted based on actual expense history
o	147,480	144,706	(2,774)	FICA adjustment
o	33,638	38,578	4,940	Operating Equipment - increase based on maintenance contracts
o	14,700	16,500	1,800	Grounds Maintenance - increase based on bid for mowing at plants and tower sites, plus tree/debris removal
o	300,000	0	(300,000)	Annual Capital Service - annual charge by Baltimore City to reimburse the City for their Capital expenses to improve and maintain water service to Harford County will now be a Capital expense.

**DEPARTMENT: PUBLIC WORKS****DIVISION: Bureau of Water & Sewer Operations - Water Production****INDEX: 305220, 305240, 305250, 305255, 305280, 305290****FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	5,954	9,100	3,146	Building/Custodial Services - plant expansion will double the area to be cleaned
o	0	3,000	3,000	Uniforms-Purchase - winterwear (jackets or coveralls) to supplement rented uniforms
o	435,250	221,700	(213,550)	County Facility Repair & Renovation - routine repairs, replacements and repairs to chlorinator, pumps, filters, water heaters, painting and gutters, etc. decrease based on actuals:

Index	FY 12	FY 13	Change
Perryman	17,450	5,000	(12,450)
Booster Station	64,700	45,000	(19,700)
Havre de Grace	193,000	55,500	(137,500)
Abingdon	160,000	116,000	(44,000)
Carbon Treatment Plant	100	200	100
TOTALS	435,250	221,700	(213,550)

o	85,850	58,950	(26,900)	Other Professional Services - decrease based on actual expense history:
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Index	FY 12	FY 13	Change	Explanation
Perryman	26,000	16,500	(9,500)	contract lab services for monitoring drinking water quality
Booster Station	850	450	(400)	contract lab services for monitoring drinking water quality
Havre de Grace	15,000	12,000	(3,000)	transporting plant residuals to the Sod Run Lagoon and lab service
Abingdon	38,000	30,000	(8,000)	contract lab testing of water samples
Solids Handling Facility	6,000	0	(6,000)	
TOTALS	85,850	58,950	(26,900)	

**DEPARTMENT: PUBLIC WORKS - WATER AND SEWER****DIVISION: Bureau of Water & Sewer Operations - Water Production****INDEX: 305220, 305240, 305250, 305255, 305280, 305290****FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	811,000	896,000	85,000	Chemical in Bulk - increase based on projected usage and unit costs
o	1,382,950	1,531,950	149,000	Line items significantly adjusted, based on actual expense history:
		FY 12	FY 13	Change
		1,286,000	1,397,000	111,000
		31,300	25,000	(6,300)
		2,050	3,150	1,100
		31,900	38,700	6,800
		800	2,000	1,200
		5,000	33,300	28,300
		900	3,800	2,900
		11,000	13,000	2,000
		14,000	16,000	2,000
		<u>1,382,950</u>	<u>1,531,950</u>	<u>149,000</u>
				Electricity (based on usage and expansion of plant)
				Heating Fuel - Oil (transferred to Diesel Fuel)
				Small Tools
				Laboratory Supplies
				Computer Supplies
				Diesel Fuel (transferred from Heating Fuel - Oil)
				Oil & Lubricants
				County Owned Vehicles
				Fuel Charges
o	76,200	101,200	25,000	Equipment Repair Parts - increase based on actual expense history:

Index	FY 12	FY 13	Change
Perryman	10,000	14,000	4,000
Booster Station	16,000	16,000	0
Havre de Grace	15,000	17,000	2,000
Solids Handling Facility	5,000	5,000	0
Abingdon	30,000	49,000	19,000
Carbon Treatment Plant	200	200	0
TOTALS	76,200	101,200	25,000

**DEPARTMENT: PUBLIC WORKS - WATER AND SEWER**

**DIVISION: Bureau of Water & Sewer Operations - Water Production**

**INDEX: 305220, 305240, 305250, 305255, 305280, 305290**

**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	3,400	7,900	4,500	Training Seminars, Courses - increase due to Water & Sewer Operations new staff development plan to provide classes mandatory for the compliance with MDE license requirements
o	152,250	219,600	67,350	Equipment :
				W & S Wells and Well Development 35,000 Pumps 71,450
				Air Compressor 2,300 Spreaders 2,700
				Electric Heaters 2,250 Flow Meter 4,200
				Air Conditioners 1,500 Laboratory Equip 7,000
				Blowers 10,000 Other Equipment 83,200
o	780,000	620,000	(160,000)	Other Intergovernmental - payments to Havre de Grace for Harford County's share of Havre de Grace's City Water Plant operations. The County purchases 1.3 MGD of water from the City payment will be \$35,000/month and Harford County's share of operating expenses of new solids handling facility based on terms of Intergovernmental agreement @ \$200,000.

# DIVISION STAFF SUMMARY

DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER

Index Nos.

305220

305250

305240

305280

DIVISION: BUREAU OF WATER & SEWER OPERATIONS - WATER PRODUCTION

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	45,367	1.00	45,367	1.00	45,367
Assistant Superintendent	1.10	96,807	1.10	96,807	1.10	96,807
Central Stores Manager	1.00	39,900	1.00	39,900	1.00	39,900
Chemist	0.50	28,630	0.50	28,630	0.50	28,630
Chief Water & Sewer	0.30	35,322	0.30	36,008	0.30	36,008
Computer System Engineer III	1.00	71,673	1.00	71,673	1.00	71,673
Laboratory Technician	1.20	50,184	1.20	50,184	1.20	50,184
Plant Operator W/WWP	11.00	522,842	11.00	511,210	8.00	381,031
Plant Operator Trainee I W/WWP	2.00	55,000	3.00	82,501	6.00	165,000 A
Plant Operator Trainee II W/WWP	2.00	67,244	2.00	66,722	3.00	99,300 B
Plant Superintendent W & S	1.15	129,014	1.15	92,486	1.15	92,486
Process Engineer	1.00	86,167	1.00	86,167	1.00	86,167
Senior Electrician W & S	0.30	17,500	0.30	17,500	0.30	17,500
Senior Instrumentation Technician	0.30	18,569	0.30	18,569	0.30	18,569
Senior Laboratory Technician	1.00	47,400	1.00	47,400	1.00	47,400
Senior Plant Operator	2.00	137,941	2.00	96,268	1.00	66,268
Senior W/WW Facility Mechanic	1.15	67,980	1.15	67,980	1.15	67,980
Shift Supervisor/Plant Operations	3.00	195,001	3.00	195,002	3.00	195,003
Superintendent of Laboratories	0.10	6,541	0.10	6,541	0.10	6,541
Water/Wastewater Facility Mechanic	1.15	72,795	2.15	110,095	2.15	110,095
Water/Wastewater Facility Mechanic Trainee	1.00	33,100	0.00	0	1.00	33,100 C
<b>TOTAL FULL-TIME SALARIES</b>	33.25	1,824,977	34.25	1,767,010	35.25	1,755,009
<b>TEMPORARY SALARIES</b>		19,209		19,209		19,209
<b>SALARY TOTAL</b>	<b>33.25</b>	<b>1,844,186</b>	<b>34.25</b>	<b>1,786,219</b>	<b>35.25</b>	<b>1,774,218</b>

# **DIVISION STAFF SUMMARY**

**DEPARTMENT: PUBLIC WORKS - DIVISION OF WATER AND SEWER**

**Index Nos.**

**305220**

**305250**

**305240**

**305280**

**DIVISION: BUREAU OF WATER & SEWER OPERATIONS - WATER PRODUCTION**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		149,648		232,209		159,679
Workers' Compensation		70,508		50,095		56,146
Health Benefits		329,589		417,290		382,385
Overtime & Shift Differential		140,450		144,850		153,700
FICA		151,155		147,480		147,238
Miscellaneous		4,725		4,865		4,935
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>846,075</b>		<b>996,789</b>		<b>904,083</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>84,596</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>33.25</b>	<b>2,690,261 *</b>	<b>34.25</b>	<b>2,867,604</b>	<b>35.25</b>	<b>2,678,301</b>

**\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts**

A - Two (2) vacant Plant Operator positions filled as Plant Operator Trainee I - #1545 and #2021

One (1) vacant Senior Plant Operator position filled as a Plant Operator Trainee I - #2147

One (1) vacant Plant Operator Trainee II position filled as a Plant Operator Trainee I - #2124

B - One (1) Plant Operator position reclassified as a Plant Operator Trainee II - #1294

One (1) Plant Operator Trainee I position upgraded to a Plant Operator Trainee II - #1018

C - One (1) Computer Records Assistant position transferred from Water & Sewer Maintenance and reclassified as a WWW Facility Mechanic Trainee - #2187

## DPW - WATER & SEWER - WATER PRODUCTION OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide clean, affordable water to our customers.

### **Department Objective**

To significantly outperform federal and state water quality standards.

### **County Goal(s) Supported**

III. Efficient County Government

VI. Quality Living

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Expenditures for water production	\$5,757,339	\$6,114,643	\$5,927,395	\$7,233,831	\$7,595,522
Full-time staff assigned	33.25	33.25	34.25	35.25	35.25
<b><u>Output:</u></b>					
Millions of gallons of water produced	4,017	4,233	4,122	4,250	4,250
<b><u>Efficiency:</u></b>					
Cost per million gallons produced	\$1,433	\$1,445	\$1,438	\$1,702	\$1,787
<b><u>Service Quality:</u></b>					
Federal and State goal for water turbidity	<0.3 ntu	<0.3 ntu	<0.3 ntu	<0.3 ntu	<0.3 ntu
Harford County goal for water turbidity	<0.1 ntu	<0.1 ntu	<0.1 ntu	<0.1 ntu	<0.1 ntu
Harford County goal for chlorine level	<4.0 mg/l	<4.0 mg/l	<4.0 mg/l	<4.0 mg/l	<4.0 mg/l
<b><u>Outcome:</u></b>					
Average water turbidity	0.048 ntu	0.050 ntu	0.050 ntu	0.050 ntu	0.050 ntu
Number of days when turbidity failed to meet standard	0	0	0	0	0
Average chlorine level	1.7 mg/l	1.8 mg/l	1.6 mg/l	1.6 mg/l	1.6 mg/l
Number of days when chlorine content failed to meet standard	0	0	0	0	0

### **Explanation and Analysis of Performance Measures**

Turbidity is a measure of the "cloudiness" or level of suspended matter in a sample of water. Turbidity is measured in Nephelometric Turbidity Units (NTU). Chlorine levels are measured in milligrams per liter of water. Harford County seeks to supply water that is significantly cleaner than federal and state regulations require.

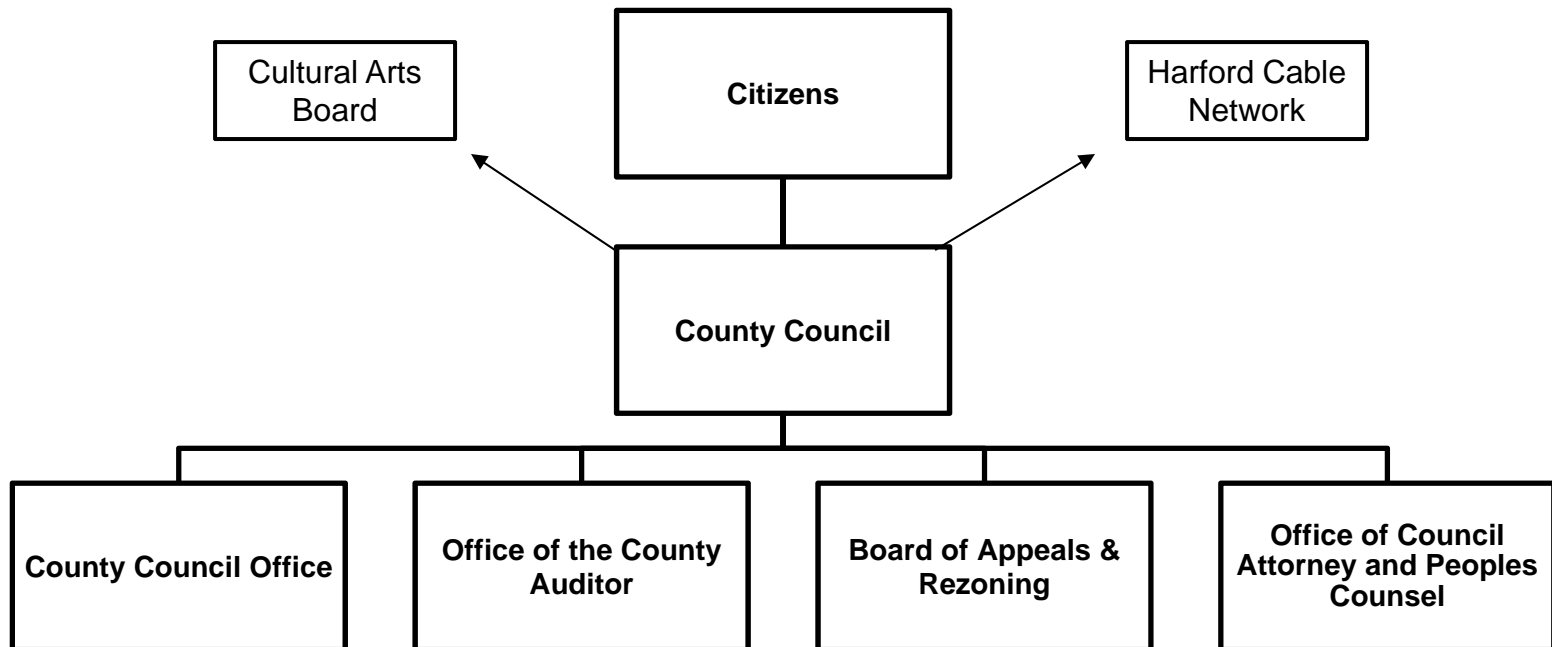
### **Major Related Plans and Policies**

Upgrades and improvements to plants and treatment processes occur on an on-going basis.



*Abingdon Water Tower  
Abingdon, Maryland*

# COUNTY COUNCIL



## COUNTY COUNCIL

### ORIGIN/PURPOSE:

The County Council is the legislative branch of the Harford County Government. The Council is comprised of six Council Members and the Council President who are elected to a four-year term by the voters. The Council is responsible for enacting all County laws. The Council adopts all County Master Plans including land use, transportation, community facilities, water and sewerage, and solid waste. The Council enacts laws establishing zoning regulations and comprehensive zoning maps. The Council adopts the annual operating and capital budgets, sets the property tax rate, and authorizes bond issues. The Council appoints and oversees the annual County audit and functions of the Board of Health and Board of Appeals. The Council has oversight of the Zoning Hearing Examiners, People's Counsel, People's Counsel Citizens Advisory Board, Harford Cable Network, and Cultural Arts Board.

The County Council Department consists of six divisions: Council Office, Board of Appeals and Rezoning, Office of Council Attorney and People's Counsel, Harford Cable Network, Cultural Arts Board and Office of County Auditor.

### MISSION STATEMENT:

TO PROVIDE CONSTITUENT AND LEGISLATIVE SERVICES TO THE CITIZENS OF HARFORD COUNTY IN A TIMELY, EFFICIENT AND COST EFFECTIVE MANNER

### FY '12 - '13 KEY GOALS:

- 1 TO ADHERE TO CHARTER AND CODE REQUIREMENTS IN THE OPERATION OF THE DEPARTMENT AND ITS DIVISIONS
- 2 TO PROMOTE EFFECTIVE COMMUNICATIONS WITH THE CITIZENS ABOUT THE COUNCIL AND ITS DIVISIONS
- 3 TO EFFICIENTLY PROVIDE STAFF SUPPORT AND RESOURCES FOR ASSISTANCE TO COUNCIL MEMBERS, CONTRACTUAL STAFF, DIVISIONS AND THE PUBLIC
- 4 TO ENHANCE THE USE OF TECHNOLOGY IN ORDER TO BE MORE EFFICIENT AND COST EFFECTIVE
- 5 TO PROVIDE A SMOOTH TRANSITION FOR THE NEW COUNCIL AFTER THE GENERAL ELECTION

## COUNTY COUNCIL

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	1,459,894	1,549,698	1,819,173	2,138,381	2,138,381
20	CONTRACTUAL SERVICES	470,354	473,039	603,972	514,696	514,696
30	SUPPLIES & MATERIALS	24,901	27,687	42,394	41,994	41,994
40	BUSINESS & TRAVEL	24,088	26,652	32,933	32,933	32,933
50	CAPITAL OUTLAY	3,427	3,793	23,881	20,739	20,739
70	MISCELLANEOUS	15,000	7,863	15,000	15,000	15,000
80	INTERGOVERNMENTAL/INTERFUND	0	61	0	0	0
	<b>GRAND TOTAL</b>	<b><u>1,997,664</u></b>	<b><u>2,088,793</u></b>	<b><u>2,537,353</u></b>	<b><u>2,763,743</u></b>	<b><u>2,763,743</u></b>

### **SUMMARY BY FUND:**

11	GENERAL	<u>1,997,664</u>	<u>2,088,793</u>	<u>2,537,353</u>	<u>2,763,743</u>	<u>2,763,743</u>
	<b>GRAND TOTAL</b>	<b><u>1,997,664</u></b>	<b><u>2,088,793</u></b>	<b><u>2,537,353</u></b>	<b><u>2,763,743</u></b>	<b><u>2,763,743</u></b>

### **SUMMARY BY DIVISION:**

401000	COUNTY COUNCIL OFFICE	1,121,367	1,198,474	1,248,575	1,362,239	1,362,239
402000	OFFICE OF COUNTY AUDITOR	0	0	254,619	244,802	244,802
404000	BOARD OF APPEALS & REZONING	124,431	130,570	178,086	80,710	80,710
405000	OFFICE OF COUNCIL ATTY/PEOPLE'S COUNSEL	13,995	4,990	64,510	297,474	297,474
406000	HARFORD CABLE NETWORK	639,448	660,685	685,118	676,529	676,529
407000	CULTURAL ARTS BOARD	98,423	94,074	106,445	101,989	101,989
	<b>GRAND TOTAL</b>	<b><u>1,997,664</u></b>	<b><u>2,088,793</u></b>	<b><u>2,537,353</u></b>	<b><u>2,763,743</u></b>	<b><u>2,763,743</u></b>

## COUNTY COUNCIL

### FINANCIAL NOTES:

The \$226,390 net increase in funding for County Council is the result of:

FY 12	FY 13	CHANGE	
o 1,167,312	1,264,625	97,313	Full Time Salaries:
		17,313	Turnover <u>1.48%</u>
		80,000	Salary offset - FY 12 Offset for unfunded Auditor I position restored for FY 13
		<u>97,313</u>	
o	(431,069)	(431,069)	Positions transferred out of County Council to other departments/agencies:
		# of Positions	Salary Fringes Total
		(1.0)	(40,096) (14,680) (54,776) Admin Asst II transferred to Comm Svcs
		(1.0)	(42,760) (10,255) (53,015) Admin Asst II transferred to Comm Svcs
		(1.0)	(48,110) (24,771) (72,881) Admin Asst II transferred to Parks & Rec
		(1.0)	(105,448) (36,843) (142,291) Sr. Asst Council Attorney transferred to Law
		(1.0)	(74,455) (33,651) (108,106) Legislative Drafter transferred to Law
		<u>(5.0)</u>	<u>(310,869)</u> <u>(120,200)</u> <u>(431,069)</u>
o	9,117	9,117	Positions transferred between agencies within the County Council:
		# of Positions	Salary Fringes Total
		(1.0)	(65,009) (28,411) (93,420) Management Asst II from Board of Appeals
		1.0	75,009 27,528 102,537 and Rezoning to County Council Office and
		<u>0</u>	<u>10,000</u> <u>(883)</u> <u>9,117</u> reclassified to Asst. Council Administrator
o	309,079	309,079	Positions created due to County Council reorganization:
		# of Positions	Salary Fringes Total
		1.0	50,000 26,765 76,765 Administrative Specialist II
		1.0	50,000 26,765 76,765 Administrative Specialist II
		1.0	0 0 0 Policy Analyst (unfunded for FY 13)
		1.0	118,000 37,549 155,549 Council Attorney
		1.0	0 0 0 Asst Council Attorney (unfunded for FY 13)
		<u>5.0</u>	<u>218,000</u> <u>91,079</u> <u>309,079</u>

## COUNTY COUNCIL

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE																					
o		(151,829)	(151,829)	Positions abolished due to County Council reorganization:																				
				<table> <tr> <th># of Positions</th><th>Salary</th><th>Fringes</th><th>Total</th><th></th></tr> <tr> <td>(1.0)</td><td>(37,415)</td><td>(26,061)</td><td>(63,476)</td><td>Administrative Assistant II</td></tr> <tr> <td>(1.0)</td><td>(58,000)</td><td>(30,353)</td><td>(88,353)</td><td>Administrative Specialist II</td></tr> <tr> <td><u>(2.0)</u></td><td><u>(95,415)</u></td><td><u>(56,414)</u></td><td><u>(151,829)</u></td><td></td></tr> </table>	# of Positions	Salary	Fringes	Total		(1.0)	(37,415)	(26,061)	(63,476)	Administrative Assistant II	(1.0)	(58,000)	(30,353)	(88,353)	Administrative Specialist II	<u>(2.0)</u>	<u>(95,415)</u>	<u>(56,414)</u>	<u>(151,829)</u>	
# of Positions	Salary	Fringes	Total																					
(1.0)	(37,415)	(26,061)	(63,476)	Administrative Assistant II																				
(1.0)	(58,000)	(30,353)	(88,353)	Administrative Specialist II																				
<u>(2.0)</u>	<u>(95,415)</u>	<u>(56,414)</u>	<u>(151,829)</u>																					
o	0	325,766	325,766	Temporary Salaries - additional funds provide for the following: 245,000 for seven Legislative Aides @ \$35,000 each 80,766 for HCN Special Program support previously funded under contractual <u>325,766</u>																				
o	56,385	0	(56,385)	One-time FY 12 funds provided for 27th pay																				
o	153,873	156,187	2,314	Pension/Retirement rate adjustments per Treasury's estimates																				
o	12,837	15,463	2,626	Worker's Compensation rate adjustments per Treasury's estimates																				
o	280,267	459,591	179,324	Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in their level of coverage as well as restoration of funds for the Auditor and benefit provisions for Legislative Aides																				
o	93,277	125,609	32,332	FICA adjusted for temporaries and personnel/salary changes																				
o	191,201	105,425	(85,776)	Other Professional Services - funds reallocated to Temporary Salaries for HCN Special Programming support per recommendation of Human Resources per interpretation of IRS rules																				

## COUNTY COUNCIL

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	44,442	37,400	(7,042)	Line items adjusted per Council's request:
	FY 12	FY 13	CHANGE	
	4,000	500	(3,500)	Office Equipment
	9,100	8,900	(200)	General Office Supplies
	16,200	16,000	(200)	Printing Commercial
	4,200	2,000	(2,200)	Personal Computer
	1,200	0	(1,200)	Printer
	7,320	10,000	2,680	Desks
	1,288	0	(1,288)	Chairs
	1,134	0	(1,134)	File Cabinets
	<u>44,442</u>	<u>37,400</u>	<u>(7,042)</u>	

# DEPARTMENT STAFF SUMMARY

## DEPARTMENT: COUNTY COUNCIL

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	2.00	79,035	1.00	40,107	1.00	40,107
Administrative Assistant II	3.00	128,285	4.00	168,381	0.00	0
Administrative Specialist I	0.00	0	1.00	58,000	0.00	0
Administrative Specialist II	0.00	0	0.00	0	2.00	100,000
Assistant Council Administrator	0.00	0	0.00	0	1.00	75,009
Assistant Council Attorney	0.00	0	0.00	0	1.00	0
Auditor I	0.00	0	1.00	0	1.00	80,000
Broadcast Technician	2.00	66,200	2.00	66,200	2.00	66,200
Council Administrator	1.00	72,687	1.00	72,687	1.00	95,000
Council Attorney	0.00	0	0.00	0	1.00	118,000
Council Auditor	1.00	0	1.00	95,000	1.00	90,000
Council Members	6.00	205,416	6.00	211,008	6.00	211,008
Executive Director, HCN	1.00	85,314	1.00	85,314	1.00	85,314
Legislative Drafter	1.00	74,455	1.00	74,455	0.00	0
Management Analyst	1.00	65,009	0.00	0	0.00	0
Management Assistant II	0.00	0	1.00	65,009	0.00	0
Policy Analyst	0.00	0	0.00	0	1.00	0
President of the Council	1.00	37,554	1.00	38,575	1.00	38,575
Producer Manager, HCN	1.00	87,128	1.00	87,128	1.00	87,128
Senior Assistant Council Attorney	1.00	105,448	1.00	105,448	0.00	0
<b>TOTAL FULL-TIME SALARIES</b>	21.00	1,006,531	23.00	1,167,312	21.00	1,086,341
<b>PART-TIME SALARIES</b>						
Coordinator, Cultural Arts Board	1.00	51,502	1.00	51,502	1.00	51,502
<b>TOTAL PART-TIME SALARIES</b>	1.00	51,502	1.00	51,502	1.00	51,502
<b>TEMPORARY SALARIES</b>		0		0		325,766
<b>SALARY TOTAL</b>	<b>22.00</b>	<b>1,058,033</b>	<b>24.00</b>	<b>1,218,814</b>	<b>22.00</b>	<b>1,463,609</b>

# DEPARTMENT STAFF SUMMARY

DEPARTMENT: COUNTY COUNCIL

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		84,417		153,873		121,290
Workers' Compensation		17,335		12,837		15,194
Health Benefits		225,526		280,267		423,232
Overtime		500		500		0
FICA		81,483		93,277		111,276
Miscellaneous		3,080		3,220		3,780
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>412,341</b>		<b>543,974</b>		<b>674,772</b>
<b>TOTAL COST OF 27TH PAY</b>		<b>0</b>		<b>56,385</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>22.00</b>	<b>1,470,374 *</b>	<b>24.00</b>	<b>1,819,173</b>	<b>22.00</b>	<b>2,138,381</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited Amounts

**DEPARTMENT: COUNTY COUNCIL**

**DIVISION: County Council Office**

**INDEX: 401000**

**ORIGIN/PURPOSE:**

The County Council Office provides administrative and general support to the Council and performs the daily functions necessary to complete legislative activities. The Council Office staff are responsible to record minutes of public hearings, and Council legislative sessions; draft legislation; and provide information to the public. The staff provides administrative and clerical support for each Council Member for constituent problems and legislative duties, while meeting all legislative requirements for state and federal reporting. This office also provides support services to several Council-appointed boards such as the People's Counsel Citizens Advisory Board, Harford Cable Network Board, and Cultural Arts Board.

**FY '12 - '13 OBJECTIVES:**

- o To legislate on behalf of the citizens of Harford County
- o To comply with all Charter and Code requirements for legislative sessions, public hearings and other Council-related activities
- o To promote effective communications with the citizens in order to keep the public informed about Council issues
- o To improve staff efficiencies and the uses of resources
- o To enhance the use of technology for Council members and staff
- o To provide a smooth transition for the new Council after the General Election

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	919,810	952,726	996,637	1,182,716	1,182,716
20	CONTRACTUAL SERVICES	160,901	201,161	205,944	123,529	123,529
30	SUPPLIES & MATERIALS	18,215	17,744	22,425	22,425	22,425
40	BUSINESS & TRAVEL	19,709	21,989	23,569	23,569	23,569
50	CAPITAL OUTLAY	2,732	3,793	0	10,000	10,000
70	MISCELLANEOUS	0	1,000	0	0	0
80	INTERGOVERNMENTAL/INTERFUND	0	61	0	0	0
	<b>GRAND TOTAL</b>	<b>1,121,367</b>	<b>1,198,474</b>	<b>1,248,575</b>	<b>1,362,239</b>	<b>1,362,239</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>1,121,367</b>	<b>1,198,474</b>	<b>1,248,575</b>	<b>1,362,239</b>	<b>1,362,239</b>

**DEPARTMENT: COUNTY COUNCIL****DIVISION: County Council Office****INDEX: 401000****FINANCIAL NOTES:**

The \$113,664 net increase in funding for County Council - County Council Office is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>																																				
o	670,554	692,867	22,313	Full-Time Salaries																																			
			22,313	Staff Turnover <u>3.33%</u>																																			
The personnel actions listed below are part of a reorganization to better serve the citizens of Harford County:																																							
o	(431,069)	(431,069)		Five positions transferred out of County Council Office:																																			
				<table><tr><th># of Positions</th><th>Salary</th><th>Fringe</th><th>Total</th><th></th></tr><tr><td>(1.00)</td><td>(40,096)</td><td>(14,680)</td><td>(54,776)</td><td>Administrative Asst II to Comm Svcs. OOA</td></tr><tr><td>(1.00)</td><td>(42,760)</td><td>(10,255)</td><td>(53,015)</td><td>Administrative Asst II to Comm Svcs. Transit</td></tr><tr><td>(1.00)</td><td>(48,110)</td><td>(24,771)</td><td>(72,881)</td><td>Administrative Asst II to Parks &amp; Rec</td></tr><tr><td>(1.00)</td><td>(105,448)</td><td>(36,843)</td><td>(142,291)</td><td>Sr. Asst. Council Attorney to Law</td></tr><tr><td>(1.00)</td><td>(74,455)</td><td>(33,651)</td><td>(108,106)</td><td>Legislative Drafter to Law</td></tr><tr><td>(5.00)</td><td>(310,869)</td><td>(120,200)</td><td>(431,069)</td><td></td></tr></table>	# of Positions	Salary	Fringe	Total		(1.00)	(40,096)	(14,680)	(54,776)	Administrative Asst II to Comm Svcs. OOA	(1.00)	(42,760)	(10,255)	(53,015)	Administrative Asst II to Comm Svcs. Transit	(1.00)	(48,110)	(24,771)	(72,881)	Administrative Asst II to Parks & Rec	(1.00)	(105,448)	(36,843)	(142,291)	Sr. Asst. Council Attorney to Law	(1.00)	(74,455)	(33,651)	(108,106)	Legislative Drafter to Law	(5.00)	(310,869)	(120,200)	(431,069)	
# of Positions	Salary	Fringe	Total																																				
(1.00)	(40,096)	(14,680)	(54,776)	Administrative Asst II to Comm Svcs. OOA																																			
(1.00)	(42,760)	(10,255)	(53,015)	Administrative Asst II to Comm Svcs. Transit																																			
(1.00)	(48,110)	(24,771)	(72,881)	Administrative Asst II to Parks & Rec																																			
(1.00)	(105,448)	(36,843)	(142,291)	Sr. Asst. Council Attorney to Law																																			
(1.00)	(74,455)	(33,651)	(108,106)	Legislative Drafter to Law																																			
(5.00)	(310,869)	(120,200)	(431,069)																																				
o	102,537	102,537		One position transferred from Board of Appeals and Rezoning to County Council Office:																																			
				<table><tr><th># of Positions</th><th>Salary</th><th>Fringe</th><th>Total</th><th></th></tr><tr><td>1.00</td><td>75,009</td><td>27,528</td><td>102,537</td><td>Assistant Council Administrator</td></tr></table>	# of Positions	Salary	Fringe	Total		1.00	75,009	27,528	102,537	Assistant Council Administrator																									
# of Positions	Salary	Fringe	Total																																				
1.00	75,009	27,528	102,537	Assistant Council Administrator																																			
o	153,530	153,530		Full-time positions created:																																			
				<table><tr><th># of Positions</th><th>Salary</th><th>Benefits</th><th>Total</th><th></th></tr><tr><td>1.00</td><td>50,000</td><td>26,765</td><td>76,765</td><td>Administrative Specialist II</td></tr><tr><td>1.00</td><td>50,000</td><td>26,765</td><td>76,765</td><td>Administrative Specialist II</td></tr><tr><td>2.00</td><td>100,000</td><td>53,530</td><td>153,530</td><td></td></tr></table>	# of Positions	Salary	Benefits	Total		1.00	50,000	26,765	76,765	Administrative Specialist II	1.00	50,000	26,765	76,765	Administrative Specialist II	2.00	100,000	53,530	153,530																
# of Positions	Salary	Benefits	Total																																				
1.00	50,000	26,765	76,765	Administrative Specialist II																																			
1.00	50,000	26,765	76,765	Administrative Specialist II																																			
2.00	100,000	53,530	153,530																																				
o	(63,476)	(63,476)		Full-time position abolished:																																			
				<table><tr><th># of Positions</th><th>Salary</th><th>Benefits</th><th>Total</th><th></th></tr><tr><td>(1.00)</td><td>(37,415)</td><td>(26,061)</td><td>(63,476)</td><td>Administrative Assistant II</td></tr></table>	# of Positions	Salary	Benefits	Total		(1.00)	(37,415)	(26,061)	(63,476)	Administrative Assistant II																									
# of Positions	Salary	Benefits	Total																																				
(1.00)	(37,415)	(26,061)	(63,476)	Administrative Assistant II																																			
o	245,000	245,000		Temporary Salaries - provides for seven Legislative Aides @ \$35,000 each																																			

**DEPARTMENT: COUNTY COUNCIL**

**DIVISION: County Council Office**

**INDEX: 401000**

**FINANCIAL NOTES:**

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	30,941	0	(30,941) One-time FY 12 funds provided for 27th pay
o	82,600	95,174	12,574 Pension/Retirement rate adjustments per Treasury's estimates
o	6,657	8,196	1,539 Workers' Compensation rate adjustments per Treasury's estimates
o	152,768	305,406	152,638 Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in their level of coverage as well as additional funds provided for Legislative Aides
o	51,297	71,751	20,454 FICA adjusted per personnel/salary changes
o	38,315	0	(38,315) Legal Notice - funds transferred to Office of the Council Attorney and Peoples' Counsel per Council's request
o	44,100	0	(44,100) Legal Services - funds transferred to Office of the Council Attorney and Peoples' Counsel per Council's request
o	0	10,000	10,000 Equipment - funds provided for desks for new positions per Council's request

# DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY COUNCIL  
DIVISION: COUNTY COUNCIL OFFICE

Index No. 401000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	38,928	0.00	0	0.00	0
Administrative Assistant II	3.00	128,285	4.00	168,381	0.00	0 A
Administrative Specialist II	0.00	0	0.00	0	2.00	100,000 B
Assistant Council Administrator	0.00	0	0.00	0	1.00	75,009 C
Council Administrator	1.00	72,687	1.00	72,687	1.00	95,000
Council Auditor	1.00	0	0.00	0	0.00	0
Council Members	6.00	211,008	6.00	211,008	6.00	211,008
Legislative Drafter	1.00	74,455	1.00	74,455	0.00	0 D
President of the Council	1.00	38,575	1.00	38,575	1.00	38,575
Senior Assistant Council Attorney	1.00	105,448	1.00	105,448	0.00	0 E
<b>FULL-TIME SALARIES</b>	15.00	669,386	14.00	670,554	11.00	519,592
<b>SALARY OFFSET</b>		(6,613)		0		0
<b>TOTAL FULL-TIME SALARIES</b>	15.00	662,773	14.00	670,554	11.00	519,592
<b>TEMPORARY SALARIES</b>		0		0		245,000 F
<b>SALARY TOTAL</b>	<b>15.00</b>	<b>662,773</b>	<b>14.00</b>	<b>670,554</b>	<b>11.00</b>	<b>764,592</b>

# DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY COUNCIL  
DIVISION: COUNTY COUNCIL OFFICE

Index No. 401000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		52,006		82,600		65,648
Workers' Compensation		9,212		6,657		7,902
Health Benefits		145,640		152,768		283,699
FICA		51,208		51,297		58,495
Miscellaneous		1,960		1,820		2,380
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>260,026</b>		<b>295,142</b>		<b>418,124</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>30,941</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES*</b>	<b>15.00</b>	<b>922,799 *</b>	<b>14.00</b>	<b>996,637</b>	<b>11.00</b>	<b>1,182,716</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited Amounts

A - One (1) Administrative Assistant II position transferred to Community Services - Office on Aging; one (1) Administrative Assistant II transferred to Community Services - Harford Transit; and one (1) Administrative Assistant II transferred to Parks & Recreation. One (1) Administrative Assistant II position was abolished.

B - Two (2) new Administrative Specialist II positions were created as part of a reorganization

C - One (1) Management Assistant II position transferred to County Council Office from Board of Appeals and Rezoning and reclassified to Assistant Council Administrator

D - One (1) Legislative Drafter position transferred to the Law Department

E - One (1) Senior Assistant Council Attorney position transferred to the Law Department and reclassified as a Senior Assistant County Attorney

F - Temporary funds provide for seven (7) Legislative Aides @ \$35,000 each

**DEPARTMENT: COUNTY COUNCIL**

**DIVISION: Office of County Auditor**

**INDEX: 402000**

**ORIGIN/PURPOSE:**

The Charter provides that the County Auditor serve at the pleasure of the County Council. The Charter further provides the Council with the authority to assign functions, duties and additional personnel to the Auditor. The County Auditor is responsible for ensuring that a complete financial audit of the County is performed annually. The purpose of the Office of the County Auditor is to assist the County Council with fiscal analysis of proposed legislation, provide assistance with the evaluation of the annual budget and conduct special audits when requested by the Council or Executive as authorized under the Charter.

**ALL FUND SUMMARY:**

		<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ORIGINAL BUDGET FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	0	0	228,521	235,346	235,346
20	CONTRACTUAL SERVICES	0	0	6,300	2,800	2,800
30	SUPPLIES & MATERIALS	0	0	2,800	2,800	2,800
40	BUSINESS & TRAVEL	0	0	1,650	1,650	1,650
50	CAPITAL OUTLAY	0	0	15,348	2,206	2,206
<b>GRAND TOTAL</b>		<b>0</b>	<b>0</b>	<b>254,619</b>	<b>244,802</b>	<b>244,802</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	0	0	254,619	244,802	244,802

**DEPARTMENT: COUNTY COUNCIL**

**DIVISION: Office of County Auditor**

**INDEX: 402000**

**FINANCIAL NOTES:**

The (\$9,817) net decrease in funding for County Council - Office of County Auditor is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	153,000	228,000	75,000	Full-time Salaries:
			(5,000)	Staff Turnover (3.27%)
			<u>80,000</u>	Salary Offset - funds restored for Auditor I position which was unfunded in FY 12
			<u>75,000</u>	
o		(88,353)	(88,353)	Net of positions created/abolished:
			# of Positions	Salary
			1.0	0
			(1.0)	(58,000)
			<u>0.0</u>	<u>(58,000)</u>
				Fringe
				0
				(30,353)
				<u>(30,353)</u>
				Total
				0
				(88,353)
				<u>(88,353)</u>
				Policy Analyst created and unfunded for FY 13
				Administrative Specialist II abolished as part
				of reorganization
o	19,890	22,840	2,950	Pension/Retirement rate adjustments per Treasury's estimates
o	306	507	201	Workers' Compensation rate adjustments per Treasury's estimates
o	36,240	54,490	18,250	Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage as well as restoration of funds for the Auditor
o	11,705	17,442	5,737	FICA adjusted per personnel/salary changes
o	7,100	0	(7,100)	One-time FY 12 funds provided for 27th pay
o	4,000	500	(3,500)	Office Equipment - reduced per the Council's request
o	15,348	2,206	(13,142)	Equipment - reduced funding per the Council's request but still provides for personal computer and calculator

# DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY COUNCIL  
DIVISION: OFFICE OF COUNTY AUDITOR

Index No. 402000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Specialist I	0.00	0	1.00	58,000	0.00	0 A
Auditor I	0.00	0	1.00	0	1.00	80,000 B
County Auditor	0.00	0	1.00	95,000	1.00	90,000
Policy Analyst	0.00	0	0.00	0	1.00	0 C
<b>SALARY TOTAL</b>	<b>0.00</b>	<b>0</b>	<b>3.00</b>	<b>153,000</b>	<b>3.00</b>	<b>170,000</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		0		19,890		15,300
Workers' Compensation		0		306		391
Health Benefits		0		36,240		36,370
FICA		0		11,705		13,005
Miscellaneous		0		280		280
<b>TOTAL OTHER PERSONAL SERVICES</b>		0		68,421		65,346
<b>TOTAL 27TH PAY COST</b>		0		7,100		0
<b>TOTAL PERSONAL SERVICES*</b>	<b>0.00</b>	<b>0 *</b>	<b>3.00</b>	<b>228,521</b>	<b>3.00</b>	<b>235,346</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited Amounts

A - One (1) Administrative Specialist I position abolished for FY 13

B - One (1) vacant Auditor I position funded for FY 13

C - One (1) Policy Analyst position created and unfunded for FY 13

**DEPARTMENT: COUNTY COUNCIL**

**DIVISION: Board of Appeals and Rezoning**

**INDEX: 404000**

**ORIGIN/PURPOSE:**

Under the Harford County Code, the County Council constitutes the Board of Appeals. The Council appoints and employs Zoning Hearing Examiners who coordinate and conduct public hearings and render decisions on all zoning cases that are submitted as applications to the Board of Appeals. The Hearing Examiner's decision can be appealed to the County Council, sitting as the Board of Appeals for final argument.

**FY '12 - '13 OBJECTIVES:**

- o To comply with all Charter and Code requirements for the Board of Appeals activities
- o To make decisions consistent with land use and zoning laws
- o To continue to schedule, hear, and issue final decisions in zoning cases within a timely manner
- o To promote effective communications with the citizens to keep the public informed of zoning cases
- o To utilize staff, technology, and resources to effectively operate the Zoning Hearing Examiner's Office

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	88,433	97,087	96,976	0	0
20	CONTRACTUAL SERVICES	35,017	33,139	77,741	77,741	77,741
30	SUPPLIES & MATERIALS	406	344	2,869	2,469	2,469
40	BUSINESS & TRAVEL	575	0	500	500	500
	<b>GRAND TOTAL</b>	<b>124,431</b>	<b>130,570</b>	<b>178,086</b>	<b>80,710</b>	<b>80,710</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>124,431</b>	<b>130,570</b>	<b>178,086</b>	<b>80,710</b>	<b>80,710</b>

**DEPARTMENT: COUNTY COUNCIL**

**DIVISION: Board of Appeals and Rezoning**

**INDEX: 404000**

**FINANCIAL NOTES:**

The (\$97,376) net decrease in funding for County Council - Board of Appeals and Rezoning is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o		(93,420)	(93,420) Position transferred to County Council Office as part of reorganization:
			# of positions        Salary        Benefits        Total
			(1.0)        (65,009)        (28,411)        (93,420) Management Assistant II
o	538	0	(538) Overtime and associated FICA eliminated due to transfer of position
o	3,018	0	(3,018) One-time FY 12 funds provided for a 27th pay
o	400	0	(400) General Office Supplies and Printing Commercial funds were eliminated at the Council's request

# DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY COUNCIL  
DIVISION: BOARD OF APPEALS AND REZONING

Index No. 404000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Management Analyst	1.00	65,009	0.00	0	0.00	0
Management Assistant II	0.00	0	1.00	65,009	0.00	0 A
<b>SALARY TOTAL</b>	<b>1.00</b>	<b>65,009.00</b>	<b>1.00</b>	<b>65,009.00</b>	<b>0.00</b>	<b>0.00</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		5,331		8,451		0
Workers' Compensation		182		130		0
Health Benefits		12,851		14,717		0
Overtime		500		500		0
FICA		5,011		5,011		0
Miscellaneous		140		140		0
<b>TOTAL OTHER PERSONAL SERVICES</b>		24,015		28,949		0
<b>TOTAL 27TH PAY COST</b>		0		3,018		0
<b>TOTAL PERSONAL SERVICES</b>	<b>1.00</b>	<b>89,024 *</b>	<b>1.00</b>	<b>96,976</b>	<b>0.00</b>	<b>0</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited Amounts

A - One (1) Management Assistant II position transferred to County Council Office and reclassified to Assistant Council Administrator

**DEPARTMENT: COUNTY COUNCIL**

**DIVISION: Office of the Council Attorney and People's Counsel**

**INDEX: 405000**

**ORIGIN/PURPOSE:**

By Charter Section 224 and as amended by Bill Nos. 76-35 and 78-54, The Office of the Council Attorney shall be administered by the Council Attorney. The Council Attorney shall be the Chief Legal Advisor to the Council.

By Charter Section 224 and Bill No. 76-103, the Office of People's Counsel, under the supervision of the Council Attorney, was established to represent the interests of the public and County in zoning matters in Harford County. The Council appointed People's Counsel Citizens Advisory Board provides guidance, makes recommendations, and directs the People's Counsel to enter zoning cases to protect public interest.

**FY '12 - '13 OBJECTIVES:**

- o To comply with all Charter and Code requirements for People's Counsel and Zoning Board of Appeals activities
- o To continue to represent the interests of the public by working closely with the People's Counsel Citizens Advisory Board
- o To utilize staff, technology, and resources to effectively operate the People's Counsel Office

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	0	0	0	155,549	155,549
20	CONTRACTUAL SERVICES	13,990	4,923	64,510	141,925	141,925
30	SUPPLIES AND MATERIALS	5	67	0	0	0
	<b>GRAND TOTAL</b>	<b>13,995</b>	<b>4,990</b>	<b>64,510</b>	<b>297,474</b>	<b>297,474</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	13,995	4,990	64,510	297,474	297,474

**DEPARTMENT: COUNTY COUNCIL**

**DIVISION: Office of the Council Attorney and People's Counsel**

**INDEX: 405000**

**FINANCIAL NOTES:**

The \$232,964 net increase in funding for County Council - Office of the Council Attorney and People's Counsel is the result of:

	FY 12	FY 13	CHANGE	
o		155,549	155,549	Full-time positions created:
				# of positions      Salary      Fringe      Total
				1.0      118,000      37,549      155,549
				1.0      0      0      0
				2.0      118,000      37,549      155,549
o	0	38,315	38,315	Legal Notice - funds transferred from County Council Office per Council's request
o	6,000	1,000	(5,000)	Other Professional Services - reduced funding as requested by the County Council
o	58,510	102,610	44,100	Legal Services - funds transferred from County Council Office per Council's request

# DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY COUNCIL

DIVISION: OFFICE OF COUNCIL ATTORNEY AND PEOPLE'S COUNSEL

Index No. 405000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Assistant Council Attorney	0.00	0	0.00	0	1.00	0 A
Council Attorney	0.00	0	0.00	0	1.00	118,000 B
<b>SALARY TOTAL</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>2.00</b>	<b>118,000</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		0		0		10,620
Workers' Compensation		0		0		271
Health Benefits		0		0		18,185
FICA		0		0		8,333
Miscellaneous		0		0		140
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>0</b>		<b>0</b>		<b>37,549</b>
<b>TOTAL PERSONAL SERVICES*</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>	<b>155,549</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited Amounts

A - One (1) Assistant Council Attorney position created and unfunded for FY 13

B - One (1) Council Attorney position created

**DEPARTMENT: COUNTY COUNCIL**

**DIVISION: Harford Cable Network (HCN)**

**INDEX: 406000**

**ORIGIN/PURPOSE:**

Harford Cable Network (HCN) is a public, educational and governmental channel that functions as Harford County's community access station.

HCN is dedicated to serving the growing population of Harford County, the Harford County Government, and the County's Emergency Response Center.

HCN supports public and non-public education.

**FY '12 - '13 OBJECTIVES:**

- o To significantly expand the programming and services provided by HCN, especially local programming
- o To upgrade technical equipment to enhance the quality of HCN programs and make HCN digitally-compatible
- o To continue to work with the HCN Board and the County Council to ensure that the new facility meets the future needs of the growing population for public, education and government information

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	375,908	419,128	413,128	485,315	485,315
20	CONTRACTUAL SERVICES	254,829	229,152	244,177	163,401	163,401
30	SUPPLIES & MATERIALS	5,218	8,799	13,300	13,300	13,300
40	BUSINESS & TRAVEL	2,798	3,606	5,980	5,980	5,980
50	CAPITAL OUTLAY	695	0	8,533	8,533	8,533
	<b>GRAND TOTAL</b>	<b>639,448</b>	<b>660,685</b>	<b>685,118</b>	<b>676,529</b>	<b>676,529</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>639,448</b>	<b>660,685</b>	<b>685,118</b>	<b>676,529</b>	<b>676,529</b>

**DEPARTMENT: COUNTY COUNCIL**

**DIVISION: Harford Cable Network (HCN)**

**INDEX: 406000**

**FINANCIAL NOTES:**

The (\$8,589) net decrease in funding for County Council - Harford Cable Network (HCN) is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	0	80,766	80,766 Temporary Salaries- increase due to reallocation of funds from Other Professional Services for individuals supporting special programs on HCN. Per Human Resources interpretation of IRS rulings these individuals should be paid as temporary employees and not contractually.
o	12,935	0	(12,935) One-time FY 12 funds provided for a 27th pay
o	36,237	25,087	(11,150) Pension/Retirement rate adjustments per Treasury's estimates
o	57,542	65,998	8,456 Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in their level of coverage
o	5,641	6,512	871 Workers' Compensation adjustments per Treasury's estimates
o	21,324	27,503	6,179 FICA adjusted for temporary salaries
o	180,776	100,000	(80,776) Other Professional Services - funding reallocated to Temporary salaries per Human Resources recommendation

# DIVISION STAFF SUMMARY

DEPARTMENT: COUNTY COUNCIL  
DIVISION: HARFORD CABLE NETWORK

Index No. 406000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	40,107	1.00	40,107	1.00	40,107
Broadcast Technician	2.00	66,200	2.00	66,200	2.00	66,200
Executive Director, HCN	1.00	85,314	1.00	85,314	1.00	85,314
Producer Manager, HCN	1.00	87,128	1.00	87,128	1.00	87,128
<b>TOTAL FULL-TIME SALARIES</b>	5.00	278,749	5.00	278,749	5.00	278,749
<b>TEMPORARY SALARIES</b>		0		0		80,766 A
<b>SALARY TOTAL</b>	<b>5.00</b>	<b>278,749</b>	<b>5.00</b>	<b>278,749</b>	<b>5.00</b>	<b>359,515</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		22,857		36,237		25,087
Workers' Compensation		7,797		5,641		6,512
Health Benefits		50,452		57,542		65,998
FICA		21,324		21,324		27,503
Miscellaneous		700		700		700
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>103,130</b>		<b>121,444</b>		<b>125,800</b>
<b>TOTAL 27TH PAY COST</b>		0		12,935		0
<b>TOTAL PERSONAL SERVICES*</b>	<b>5.00</b>	<b>381,879 *</b>	<b>5.00</b>	<b>413,128</b>	<b>5.00</b>	<b>485,315</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - Temporary funds provide for HCN Special Programming support which was previously handled contractually

**DEPARTMENT: COUNTY COUNCIL**

**DIVISION: Cultural Arts Board (CAB)**

**INDEX: 407000**

**ORIGIN/PURPOSE:**

The Cultural Arts Board shall apprise the County Council of the areas in which the Council can best serve to aid and strengthen the cultural climate in Harford County. Their further duty is to disseminate to the people of Harford County, the local government's interest in the promulgation of the Arts. In cooperation with the Maryland State Arts Council, the Cultural Arts Board serves to enhance the cultural arts in Harford County, through the granting of State and County funds to local cultural arts organizations. These grants encourage the growth and attainment of the highest artistic excellence in the Arts.

The Cultural Arts Board (CAB) was established and serves under the auspices of the County Council. The CAB, as the County Arts Council, receives a grant from the Maryland State Arts Council.

**FY '12 - '13 OBJECTIVES:**

- o Promote and sustain the cultural arts in the County through the Community Arts Development grant program
- o Promote and sustain the cultural arts in the County through support of a newsletter, advertising and the County website
- o Promote and sustain the cultural arts in the County through creation of a community cultural arts center

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	75,743	80,757	83,911	79,455	79,455
20	CONTRACTUAL SERVICES	5,617	4,664	5,300	5,300	5,300
30	SUPPLIES & MATERIALS	1,057	733	1,000	1,000	1,000
40	BUSINESS & TRAVEL	1,006	1,057	1,234	1,234	1,234
70	MISCELLANEOUS	15,000	6,863	15,000	15,000	15,000
	<b>GRAND TOTAL</b>	<b>98,423</b>	<b>94,074</b>	<b>106,445</b>	<b>101,989</b>	<b>101,989</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	98,423	94,074	106,445	101,989	101,989

**DEPARTMENT: COUNTY COUNCIL**

**DIVISION: Cultural Arts Board (CAB)**

**INDEX: 407000**

**FINANCIAL NOTES:**

The (\$4,456) net decrease in funding for County Council - Cultural Arts Board (CAB) is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	2,391	0	(2,391) One-time FY 12 funds provided for a 27th
o	6,695	4,635	(2,060) Pension/Retirement rate adjustments per Treasury's estimates

# DIVISION STAFF SUMMARY

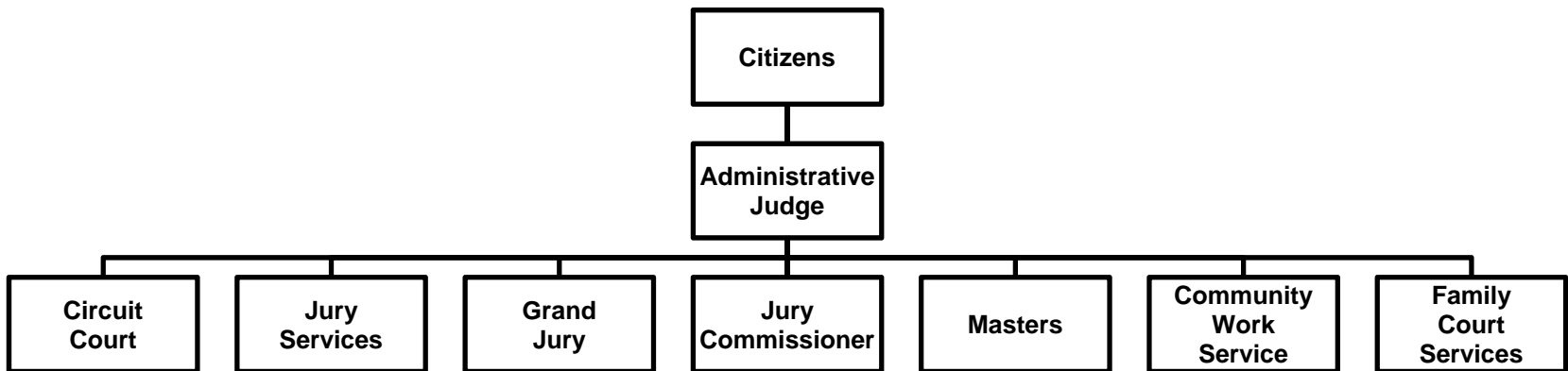
DEPARTMENT: COUNTY COUNCIL  
DIVISION: CULTURAL ARTS BOARD

Index No. 407000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>PART-TIME SALARIES</b>						
Coordinator, Cultural Arts Board	1.00	51,502	1.00	51,502	1.00	51,502
<b>SALARY TOTAL</b>	<b>1.00</b>	<b>51,502</b>	<b>1.00</b>	<b>51,502</b>	<b>1.00</b>	<b>51,502</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		4,223		6,695		4,635
Workers' Compensation		144		103		118
Health Benefits		16,583		19,000		18,980
FICA		3,940		3,940		3,940
Miscellaneous		280		280		280
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>25,170</b>		<b>30,018</b>		<b>27,953</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>2,391</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES*</b>	<b>1.00</b>	<b>76,672 *</b>	<b>1.00</b>	<b>83,911</b>	<b>1.00</b>	<b>79,455</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited Amounts

# JUDICIAL



## JUDICIAL

### ORIGIN/PURPOSE:

The Circuit Courts were first established in Maryland by the Constitution of 1851 and were continued by subsequent Constitutions which were passed in 1864 and 1867. Since 1867, Harford County and Baltimore County have comprised the Third Judicial Circuit. The Circuit Court for Harford County is a Court of general jurisdiction. It handles a wide variety of civil disputes including tort and contract disputes for parties requiring a jury trial. It also hears family law related cases including divorce, child custody and child support cases. On the criminal side, it hears felony cases and prayers for jury trial from the District Court.

The State of Maryland pays for the judges salaries and the expense of a full-time master as well as providing for five law clerks. It also funds the Office of the Clerk of the Circuit Court which provides the staff for the Court system. Harford County funds the costs of the judges' staff as well as the operation of the Jury Commissioner's Office, the Office of Family Court Services and the Community Work Service Program.

The Circuit Court strives to contain expenditure requirements and still provide expeditious, quality service to the residents of Harford County

### MISSION STATEMENT:

TO BRING A FAIR AND JUST RESOLUTION FOR EACH OF THE CASES FILED WITH THE COURT

### FY 12 - 13 KEY GOALS:

- 1 TO CONTINUE TO PROVIDE FOR THE EFFICIENT MANAGEMENT OF BOTH DOMESTIC AND NON-DOMESTIC CASES TO ENSURE THAT LITIGANTS ARE ABLE TO HAVE THEIR LEGAL DISPUTES AND PROBLEMS RESOLVED AS EFFECTIVELY AND EFFICIENTLY AS THE SITUATION PERMITS WHILE STILL DOING JUSTICE FOR ALL CONCERNED
- 2 TO CONTINUE TO REVIEW THE JURY SELECTION PROCESS IN ORDER TO BRING IT IN CONFORMANCE WITH THE NEW STATE LAW REGARDING THE SELECTION OF JURORS
- 3 TO CONTINUE TO USE ALL REASONABLE MEASURES TO ENSURE THAT JURORS ARE NOT BROUGHT IN UNLESS THEIR PRESENCE WILL BE NECESSARY TO RESOLVE A CASE TO MINIMIZE THE INCONVENIENCE OF SERVING ON JURY DUTY TO THE CITIZENS OF HARFORD COUNTY AND TO REDUCE JURY EXPENDITURES
- 4 TO REFINE AND MODIFY THE SCHEDULING AND HEARING OF JUVENILE CASES TO ENSURE THAT THESE MATTERS ARE HEARD AND DECIDED AS EXPEDITIOUSLY AS POSSIBLE WHILE DOING JUSTICE TO THE VICTIMS, THE JUVENILES AND THE CITIZENS OF HARFORD COUNTY
- 5 TO PROVIDE AN OPPORTUNITY FOR NON-VIOLENT OFFENDERS TO PAY BACK TO THE COMMUNITY THROUGH THE PERFORMANCE OF COMMUNITY WORK SERVICE
- 6 TO CONTINUE TO REFINE AND IMPROVE THE QUALITY OF SERVICES OFFERED IN DOMESTIC CASES AS WELL AS DEVELOP NEW SERVICES TO ASSIST FAMILIES AND THE COURT TO PROMPTLY AND EFFICIENTLY RESOLVE CUSTODY AND VISITATION DISPUTES

## JUDICIAL

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	2,122,317	2,272,767	2,412,823	2,250,537	2,250,537
20	CONTRACTUAL SERVICES	440,779	442,814	448,022	457,196	457,196
30	SUPPLIES & MATERIALS	56,763	61,884	61,370	63,301	63,301
40	BUSINESS & TRAVEL	14,741	16,761	16,130	17,670	17,670
50	CAPITAL OUTLAY	2,465	90	0	0	0
70	MISCELLANEOUS	29,827	54,818	31,500	31,500	31,500
	<b>GRAND TOTAL</b>	<b>2,666,892</b>	<b>2,849,134</b>	<b>2,969,845</b>	<b>2,820,204</b>	<b>2,820,204</b>

### **SUMMARY BY FUND:**

11	GENERAL	2,666,892	2,849,134	2,969,845	2,820,204	2,820,204
	<b>GRAND TOTAL</b>	<b>2,666,892</b>	<b>2,849,134</b>	<b>2,969,845</b>	<b>2,820,204</b>	<b>2,820,204</b>

### **SUMMARY BY DIVISION:**

411000	CIRCUIT COURT	1,226,625	1,363,921	1,425,873	1,350,760	1,350,760
412000	JURY SERVICES	185,398	188,190	184,100	184,350	184,350
413000	GRAND JURY	11,140	11,980	11,500	12,000	12,000
414000	JURY COMMISSIONER	182,330	166,932	183,555	178,759	178,759
415000	MASTERS	199,212	217,026	217,885	208,611	208,611
416000	COMMUNITY WORK SERVICE	323,753	332,197	363,668	326,028	326,028
417000	FAMILY COURT SERVICES	538,434	568,888	583,264	559,696	559,696
	<b>GRAND TOTAL</b>	<b>2,666,892</b>	<b>2,849,134</b>	<b>2,969,845</b>	<b>2,820,204</b>	<b>2,820,204</b>

### **SUMMARY OF GRANT BUDGETS**

**30,000**

## JUDICIAL

### FINANCIAL NOTES:

The (\$149,641) net decrease in funding for Judicial is the result of:

	FY 12	FY 13	CHANGE
o	1,647,737	1,653,227	5,490 Full-Time Salaries 5,490 Turnover <u>0.33%</u>
o	76,463	0	(76,463) One-Time FY 12 funds provided for 27th pay
o	341,010	317,799	(23,211) Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	214,206	145,176	(69,030) Pension/Retirement rate adjustments per Treasury's estimates
o	3,295	3,802	507 Workers' Compensation rate adjustments per Treasury's estimates
o	126,052	126,473	421 FICA adjustments
o	208,000	212,000	4,000 Other Professional Services:

Index	FY 12	FY 13	Change	Explanation
Circuit Court	28,000	28,000	0	Accounting clerk services @ \$28,000
Jury Commissioner	19,000	19,000	0	Clerical assistance due to MVA legislation
Family Court Services	161,000	165,000	4,000	Contractual evaluators/Mediators and clerical increase based on actuals
Dept Total	208,000	212,000	4,000	

o	17,553	21,102	3,549 Office Equipment - increase due to new copier leases in FY 13
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## JUDICIAL

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	246,635	251,447	4,812	Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change	
	191,500	192,000	500	Juror's Fees
	450	1,500	1,050	Other - Interpreter services
	17,000	17,200	200	General Office Supplies
	3,460	3,560	100	Printing Commercial
	23,875	24,879	1,004	General Office Mailing
	5,650	5,900	250	Meals-Special Purpose
	450	668	218	Other Supplies & Materials
	1,075	1,465	390	Mileage
	975	1,075	100	Membership Fees & Dues
	2,200	3,200	1,000	Training Seminars - required for the Court Administrator
	<u>246,635</u>	<u>251,447</u>	<u>4,812</u>	
o	1,500	1,500	0	Grants & Contributions - Law Library funding
o	30,000	30,000	0	County Match/Transfers Out - Match for Court Appointed Special Advocate (CASA) grant

**DEPARTMENT STAFF SUMMARY**

**DEPARTMENT: JUDICIAL**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	4.00	148,201	4.00	148,201	4.00	146,036
Administrative Assistant II	1.00	54,269	1.00	54,269	1.00	54,269
Assistant to Jury Commissioner	1.00	45,455	1.00	45,455	1.00	45,455
Community Work Service Counselor	3.00	131,918	1.00	40,170	0.00	0
Community Work Service Case Manager	0.00	0	2.00	91,748	3.00	131,918
Court Administrator	1.00	71,936	1.00	71,936	1.00	71,936
Court Reporter I	2.00	119,613	2.00	119,613	2.00	119,613
Court Reporter II	4.00	346,029	4.00	346,029	4.00	346,029
Criminal Assignment Clerk	0.00	0	1.00	45,455	1.00	45,455
Director, Community Work Svc Program	1.00	66,378	1.00	66,378	1.00	66,378
Director, Family Court Services	1.00	99,840	1.00	99,840	1.00	99,840
Evaluator/Mediator	1.00	70,668	1.00	70,668	1.00	70,668
Family Services Coordinator	1.00	54,210	1.00	54,210	1.00	54,210
Jury Commissioner	1.00	54,678	1.00	54,678	1.00	54,678
Law Clerk (Non-Bar Member)	1.00	0	0.00	0	0.00	0
Law Clerk (Bar Member)	1.00	42,930	1.00	37,440	1.00	42,930
Secretary I (Judicial)	3.00	124,840	3.00	124,840	3.00	127,005
Secretary II (Judicial)	2.00	114,251	2.00	114,251	2.00	114,251
Secretary III (Judicial)	1.00	62,556	1.00	62,556	1.00	62,556
<b>TOTAL FULL TIME SALARIES</b>	<u>29.00</u>	<u>1,607,772</u>	<u>29.00</u>	<u>1,647,737</u>	<u>29.00</u>	<u>1,653,227</u>
<b>SALARY OFFSET</b>		<u>(15,000)</u>		<u>0</u>		<u>0</u>
<b>SALARY TOTAL</b>	<u><b>29.00</b></u>	<u><b>1,592,772</b></u>	<u><b>29.00</b></u>	<u><b>1,647,737</b></u>	<u><b>29.00</b></u>	<u><b>1,653,227</b></u>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		135,446		214,206		145,176
Workers' Compensation		4,624		3,295		3,802
Health Benefits		285,815		341,010		317,799
FICA		122,995		126,052		126,473
Miscellaneous		<u>4,060</u>		<u>4,060</u>		<u>4,060</u>
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>552,940</b>		<b>688,623</b>		<b>597,310</b>
<b>TOTAL 27TH PAY COST</b>		<u>0</u>		<u>76,463</u>		<u>0</u>
<b>TOTAL PERSONAL SERVICES</b>	<u><b>29.00</b></u>	<u><b>2,145,712 *</b></u>	<u><b>29.00</b></u>	<u><b>2,412,823</b></u>	<u><b>29.00</b></u>	<u><b>2,250,537</b></u>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: JUDICIAL**

**DIVISION: Circuit Court**

**INDEX: 411000**

**ORIGIN/PURPOSE:**

The Circuit Court of Harford County is a Court of general jurisdiction which hears and decides a wide variety of cases. On the civil side, it hears cases (1) where the amount in dispute is in excess of \$10,000 and the parties have requested a jury trial, (2) family law cases, (3) administrative appeals, and (4) numerous similar actions. On the criminal side, it hears criminal cases where a serious violation of the law is alleged and / or party has requested a jury trial.

**FY '12 - '13 GOAL & OBJECTIVES:**

- 1 TO CONTINUE TO PROVIDE FOR THE EFFICIENT MANAGEMENT OF BOTH DOMESTIC AND NON-DOMESTIC CASES TO ENSURE THAT LITIGANTS ARE ABLE TO HAVE THEIR LEGAL DISPUTES AND PROBLEMS RESOLVED AS EFFECTIVELY AND EFFICIENTLY AS THE SITUATION PERMITS WHILE STILL DOING JUSTICE FOR ALL CONCERNED
  - o To continue to reduce the number of open civil cases
  - o To manage cases so that 98% of all non-domestic cases are resolved within eighteen (18) months pursuant to the Case flow Management Guidelines established by the Administrative Office of the Courts
  - o To manage cases so that 90% of all domestic relations cases are resolved within twelve (12) months pursuant to the Case flow Management Guidelines established by the Administrative Office of the Courts

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	1,140,507	1,248,462	1,327,244	1,250,631	1,250,631
20	CONTRACTUAL SERVICES	44,104	45,798	54,069	54,069	54,069
30	SUPPLIES & MATERIALS	26,853	31,046	30,735	30,735	30,735
40	BUSINESS & TRAVEL	11,228	13,978	12,325	13,825	13,825
50	CAPITAL OUTLAY	2,433	0	0	0	0
70	MISCELLANEOUS	1,500	24,637	1,500	1,500	1,500
	<b>GRAND TOTAL</b>	<b>1,226,625</b>	<b>1,363,921</b>	<b>1,425,873</b>	<b>1,350,760</b>	<b>1,350,760</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>1,226,625</b>	<b>1,363,921</b>	<b>1,425,873</b>	<b>1,350,760</b>	<b>1,350,760</b>

**DEPARTMENT: JUDICIAL**

**DIVISION: Circuit Court**

**INDEX: 411000**

**FINANCIAL NOTES:**

The (\$75,113) net decrease in funding for Judicial - Circuit Court is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	922,120	929,775	7,655	Full-time Salaries
			7,655	Turnover <u>0.83%</u>
o	42,790	0	(42,790)	One-Time FY 12 funds provided for 27th pay
o	167,972	161,810	(6,162)	Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	119,876	83,680	(36,196)	Pension/Retirement rate adjustments per Treasury's estimates
o	70,542	71,128	586	FICA adjustments
o	1,844	2,138	294	Workers' Compensation rate adjustments per Treasury's estimates
o	2,050	3,500	1,450	Line items increased based on actual expense history:
	FY 12	FY 13	Change	
	400	750	350	Mileage
	150	250	100	Membership Fees & Dues
	1,500	2,500	1,000	Training Seminars - required training for the Court Administrator
	<u>2,050</u>	<u>3,500</u>	<u>1,450</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: JUDICIAL  
DIVISION: CIRCUIT COURT

Index No. 411000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Court Administrator	1.00	71,936	1.00	71,936	1.00	71,936
Court Reporter I	2.00	119,613	2.00	119,613	2.00	119,613
Court Reporter II	4.00	346,029	4.00	346,029	4.00	346,029
Criminal Assignment Clerk	0.00	0	1.00	45,455	1.00	45,455
Law Clerk (Non-Bar Member)	1.00	0	0.00	0	0.00	0
Law Clerk (Bar Member)	1.00	42,930	1.00	37,440	1.00	42,930
Secretary I (Judicial)	3.00	124,840	3.00	124,840	3.00	127,005
Secretary II (Judicial)	2.00	114,251	2.00	114,251	2.00	114,251
Secretary III (Judicial)	1.00	62,556	1.00	62,556	1.00	62,556
<b>SALARY TOTAL</b>	<b>15.00</b>	<b>882,155</b>	<b>15.00</b>	<b>922,120</b>	<b>15.00</b>	<b>929,775</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		75,945		119,876		83,680
Workers' Compensation		2,593		1,844		2,138
Health Benefits		140,153		167,972		161,810
FICA		67,485		70,542		71,128
Miscellaneous		2,100		2,100		2,100
<b>TOTAL OTHER PERSONAL SERVICES</b>		288,276		362,334		320,856
<b>TOTAL 27TH PAY COST</b>		0		42,790		0
<b>TOTAL PERSONAL SERVICES</b>	<b>15.00</b>	<b>1,170,431 *</b>	<b>15.00</b>	<b>1,327,244</b>	<b>15.00</b>	<b>1,250,631</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: JUDICIAL**

**DIVISION: Jury Services**

**INDEX: 412000**

**ORIGIN/PURPOSE:**

The Maryland Constitution as well as Maryland statutory and case law provide that parties to civil cases and defendants in criminal cases are entitled to a speedy trial by an impartial jury.

The preservation of this constitutional right to jury trial is the responsibility of the Circuit Court for Harford County. The Court must ensure proper jury selection procedures and has established a jury selection plan which is approved by the Court of Appeals of Maryland. Individuals who serve on juries are given a token compensation for their services.

This budgetary account provides funding for costs associated with jury service, including fees and miscellaneous expenses.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
20	CONTRACTUAL SERVICES	180,900	183,840	180,000	180,000	180,000
30	SUPPLIES & MATERIALS	4,498	4,350	4,100	4,350	4,350
	<b>GRAND TOTAL</b>	<b>185,398</b>	<b>188,190</b>	<b>184,100</b>	<b>184,350</b>	<b>184,350</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>185,398</b>	<b>188,190</b>	<b>184,100</b>	<b>184,350</b>	<b>184,350</b>

**FINANCIAL NOTES:**

The \$250 net increase in funding for Judicial - Jury Services is the result of:

	FY 12	FY 13	CHANGE	
o	180,000	180,000	0	Juror Fees
o	4,000	4,250	250	Meals Special Purpose - increase based on actual expense history

**DEPARTMENT: JUDICIAL**

**DIVISION: Grand Jury**

**INDEX: 413000**

**ORIGIN/PURPOSE:**

Under Maryland law, the Grand Jury performs an important function in the administration of the criminal law. It is not a judicial body, but is an accusing body. It has been preserved as an institution necessary for the preservation of the peace, good order, and dignity of the state in bringing to trial those guilty of violations of law, and protecting people from being put on trial for frivolous, unfounded, or false accusations.

The Grand Jury's function is to investigate violations of the criminal law and this function is ordinarily accomplished by indictments or presentments. Various statutory duties are also imposed on the Grand Jury. At least once each calendar year, the Grand Jury must visit the local jail and inquire into its condition, the manner in which it is kept, and the treatment of the prisoners, and report their findings to the Court. The Grand Jury in Harford County is selected from the list of local voters. Its function is to decide whether a person suspected of committing a crime should be indicted. Evidence is presented to the Grand Jury by the State's Attorney, law enforcement officers, and witnesses. A determination is made and the indictments and / or no-bills are presented to the Circuit Court for Harford County.

The Grand Jury operating budget appropriates funding for costs associated with Grand Jury services, including fees and miscellaneous expenses.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
20	CONTRACTUAL SERVICES	11,140	11,980	11,500	12,000	12,000
	<b>GRAND TOTAL</b>	<b>11,140</b>	<b>11,980</b>	<b>11,500</b>	<b>12,000</b>	<b>12,000</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	11,140	11,980	11,500	12,000	12,000

**FINANCIAL NOTES:**

The \$500 net increase in funding for Judicial - Grand Jury is the result of:

	FY 12	FY 13	CHANGE
o	11,500	12,000	500 Juror's Fees - increase based on actual expense history

**DEPARTMENT: JUDICIAL**

**DIVISION: Jury Commissioner**

**INDEX: 414000**

**ORIGIN/PURPOSE:**

The Jury Commissioner is responsible for developing and maintaining procedures for random selection of Grand and Petit Jurors in accordance with applicable statutes and local jury selection plans and regulations. Additionally, the Jury Commissioner is charged with efficient and effective management of the jury selection process and oversight and control of general office administration to ensure proper selection and usage of jurors.

**FY '12 - '13 GOALS & OBJECTIVES:**

- 2 TO CONTINUE TO REVIEW THE JURY SELECTION PROCESS IN ORDER TO BRING IT IN CONFORMANCE WITH THE NEW STATE LAW REGARDING THE SELECTION OF JURORS
  - o Review and update the current jury plan
- 3 TO CONTINUE TO USE ALL REASONABLE MEASURES TO ENSURE THAT JURORS ARE NOT BROUGHT IN UNLESS THEIR PRESENCE WILL BE NECESSARY TO RESOLVE A CASE TO MINIMIZE THE INCONVENIENCE OF SERVING ON JURY DUTY TO THE CITIZENS OF HARFORD COUNTY AND TO REDUCE JURY EXPENDITURES

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	143,916	127,992	143,694	134,874	134,874
20	CONTRACTUAL SERVICES	22,629	22,551	23,951	26,975	26,975
30	SUPPLIES & MATERIALS	15,578	16,159	15,675	16,675	16,675
40	BUSINESS & TRAVEL	207	140	235	235	235
50	CAPITAL OUTLAY	0	90	0	0	0
	<b>GRAND TOTAL</b>	<b>182,330</b>	<b>166,932</b>	<b>183,555</b>	<b>178,759</b>	<b>178,759</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>182,330</b>	<b>166,932</b>	<b>183,555</b>	<b>178,759</b>	<b>178,759</b>

**DEPARTMENT: JUDICIAL**

**DIVISION: Jury Commissioner**

**INDEX: 414000**

**FINANCIAL NOTES:**

The (\$4,796) net decrease in funding for Judicial - Jury Commissioner is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	4,647	0	(4,647) One-Time FY 12 funds provided for 27th pay
o	17,757	17,559	(198) Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	13,017	9,012	(4,005) Pension/Retirement rate adjustments per Treasury's estimates
o	200	230	30 Workers' Compensation rate adjustments per Treasury's estimates
o	15,551	19,500	3,949 Line items significantly adjusted, based on actual expense history:

<b>FY 12</b>	<b>FY 13</b>	<b>Change</b>	
4,051	7,000	2,949	Office Equipment
11,500	12,500	1,000	General Office Mailing
<u>15,551</u>	<u>19,500</u>	<u>3,949</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: JUDICIAL  
DIVISION: JURY COMMISSIONER

Index No. 414000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Assistant to Jury Commissioner	1.00	45,455	1.00	45,455	1.00	45,455
Jury Commissioner	1.00	54,678	1.00	54,678	1.00	54,678
<b>TOTAL FULL TIME SALARIES</b>	<u>2.00</u>	<u>100,133</u>	<u>2.00</u>	<u>100,133</u>	<u>2.00</u>	<u>100,133</u>
<b>SALARY OFFSET</b>		<u>(7,500)</u>		<u>0</u>		<u>0</u>
<b>SALARY TOTAL</b>	<u><b>2.00</b></u>	<u><b>92,633</b></u>	<u><b>2.00</b></u>	<u><b>100,133</b></u>	<u><b>2.00</b></u>	<u><b>100,133</b></u>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		8,211		13,017		9,012
Workers' Compensation		280		200		230
Health Benefits		21,203		17,757		17,559
FICA		7,660		7,660		7,660
Miscellaneous		<u>280</u>		<u>280</u>		<u>280</u>
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>37,634</b>		<b>38,914</b>		<b>34,741</b>
<b>TOTAL 27TH PAY COST</b>		<u>0</u>		<u>4,647</u>		<u>0</u>
<b>TOTAL PERSONAL SERVICES</b>	<u><b>2.00</b></u>	<u><b>130,267</b></u> *	<u><b>2.00</b></u>	<u><b>143,694</b></u>	<u><b>2.00</b></u>	<u><b>134,874</b></u>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: JUDICIAL**

**DIVISION: Masters**

**INDEX: 415000**

**ORIGIN/PURPOSE:**

A Master is an attorney who is appointed by and serves at the pleasure of the Judges of the Circuit Court and who is responsible for hearing all matters referred to him by the Court. One Master hears all juvenile cases. All the Masters hear domestic cases. The duties of the Master are:

- o Conduct hearings on matters referred to them. These matters include 1) petitions filed by the Department of Juvenile Services alleging that a child is delinquent; 2) petitions filed by the Department of Social Services alleging that a child has been abused or neglected; and 3) domestic relations cases.
- o Conduct hearings for family law cases referred to him
- o Record all proceeding of hearings
- o Direct the issuance of a subpoena for witnesses and / or documents
- o Rule upon the admissibility of evidence
- o Examine witnesses when necessary
- o Convene, continue, and adjourn the hearings as necessary
- o Make findings of facts and conclusions of law, and submit them to the presiding Judge of the Circuit Court for review.

In accordance with applicable State law, an appointment of a Master for both domestic relations matters and juvenile cases by the Judges of the Circuit Court of Harford County. The appointment must be approved by the Chief Judge of the Court of Appeals.

**FY '12 - '13 GOAL & OBJECTIVES:**

TO REFINE AND MODIFY THE SCHEDULING AND HEARING OF JUVENILE CASES TO ENSURE THAT THESE MATTERS ARE HEARD AND DECIDED AS EXPEDITIOUSLY AS POSSIBLE WHILE DOING JUSTICE TO THE VICTIMS, THE JUVENILES AND THE CITIZENS OF HARFORD COUNTY

- o To have 100% of all Child in Need of Assistance (CINA) shelter cases adjudicated within thirty days and all CINA non-shelter cases adjudicated within sixty (60) days pursuant to the Case flow Guidelines established by the Administrative Office of the Courts
- o To expedite the hearing and disposition of child support, alimony and uncontested divorce cases

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	157,805	174,332	174,475	164,833	164,833
20	CONTRACTUAL SERVICES	7,174	7,179	7,260	7,360	7,360
30	SUPPLIES & MATERIALS	4,874	4,518	4,950	5,218	5,218
40	BUSINESS & TRAVEL	1,032	997	1,200	1,200	1,200
70	MISCELLANEOUS	28,327	30,000	30,000	30,000	30,000
	<b>GRAND TOTAL</b>	<b>199,212</b>	<b>217,026</b>	<b>217,885</b>	<b>208,611</b>	<b>208,611</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>199,212</b>	<b>217,026</b>	<b>217,885</b>	<b>208,611</b>	<b>208,611</b>

**DEPARTMENT: JUDICIAL**

**DIVISION: Masters**

**INDEX: 415000**

**FINANCIAL NOTES:**

The (\$9,274) net decrease in funding for Judicial - Masters is the result of:

	FY 12	FY 13	CHANGE
o	5,121	0	(5,121) One-Time FY 12 funds provided for 27th pay
o	35,574	35,434	(140) Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	14,346	9,932	(4,414) Pension/Retirement rate adjustments per Treasury's estimates
o	221	254	33 Workers' Compensation rate adjustments per Treasury's estimates
o	7,000	7,300	300 Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change
	5,400	5,500	100 Office Equipment
	1,600	1,800	200 General Office Supplies
	<u>7,000</u>	<u>7,300</u>	<u>300</u>
o	30,000	30,000	0 County Match/Transfers Out - Court Appointed Special Advocate (CASA) grant match

# DIVISION STAFF SUMMARY

DEPARTMENT: JUDICIAL  
DIVISION: MASTERS

Index No. 415000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	3.00	110,351	3.00	110,351	3.00	110,351
<b>SALARY TOTAL</b>	<b>3.00</b>	<b>110,351</b>	<b>3.00</b>	<b>110,351</b>	<b>3.00</b>	<b>110,351</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		9,049		14,346		9,932
Workers' Compensation		309		221		254
Health Benefits		30,325		35,574		35,434
FICA		8,442		8,442		8,442
Miscellaneous		420		420		420
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>48,545</b>		<b>59,003</b>		<b>54,482</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>5,121</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>3.00</b>	<b>158,896</b>	<b>3.00</b>	<b>174,475</b>	<b>3.00</b>	<b>164,833</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: JUDICIAL**

**DIVISION: Community Work Service**

**INDEX: 416000**

**ORIGIN/PURPOSE:**

The Community Work Service Program (CWS), instituted on July 1, 1985, is a form of alternative sentencing imposed upon offenders by the Courts of Harford County or the Juvenile Services Administration. At the discretion of the presiding Judge, nonviolent offenders are assigned to community work service in lieu of more traditional sanctions. By performing work service, the community and the offender benefit directly. These offenders are able to "pay back" the community for the crime committed against the County; and participating private, nonprofit institutions and / or agencies, benefit from the work service performed on their behalf.

Beneficiaries of this program include Harford County Government (landfills, construction, and facilities maintenance), hospitals, churches, various volunteer fire departments, and schools.

**FY '12 - '13 GOAL & OBJECTIVE:**

TO PROVIDE AN OPPORTUNITY FOR NON-VIOLENT OFFENDERS TO PAY BACK TO THE COMMUNITY THROUGH THE PERFORMANCE OF COMMUNITY WORK SERVICE

- o To increase the number of government agencies and non-profit organizations that offer community work service opportunities to non-violent offenders by 10%.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	309,715	324,678	354,136	316,396	316,396
20	CONTRACTUAL SERVICES	11,692	4,803	6,552	6,552	6,552
30	SUPPLIES & MATERIALS	2,020	2,425	2,650	2,750	2,750
40	BUSINESS & TRAVEL	326	291	330	330	330
	<b>GRAND TOTAL</b>	<b>323,753</b>	<b>332,197</b>	<b>363,668</b>	<b>326,028</b>	<b>326,028</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>323,753</b>	<b>332,197</b>	<b>363,668</b>	<b>326,028</b>	<b>326,028</b>

**DEPARTMENT: JUDICIAL**

**DIVISION: Community Work Service**

**INDEX: 416000**

**FINANCIAL NOTES:**

The (\$37,640) net decrease in funding for Judicial - Community Work Service is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	236,146	233,981	(2,165) Full-time Salaries (2,165) Turnover <u>(0.92%)</u>
o	10,959	0	(10,959) One-Time FY 12 funds provided for 27th pay
o	57,095	45,834	(11,261) Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	30,699	17,443	(13,256) Pension/Retirement rate adjustments per Treasury's estimates
o	472	538	66 Workers' Compensation rate adjustments per Treasury's estimates
o	18,065	17,900	(165) FICA adjustments
o	500	600	100 Printing - Commercial - increase based on actual expense history

# DIVISION STAFF SUMMARY

DEPARTMENT: JUDICIAL  
DIVISION: COMMUNITY WORK SERVICE

Index No. 416000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	37,850	1.00	37,850	1.00	35,685
Community Work Service Counselor	3.00	131,918	1.00	40,170	0.00	0
Community Work Service Case Manager	0.00	0	2.00	91,748	3.00	131,918 A
Director, Community Work Svc Program	1.00	66,378	1.00	66,378	1.00	66,378
<b>TOTAL FULL TIME SALARIES</b>	5.00	236,146	5.00	236,146	5.00	233,981
<b>SALARY OFFSET</b>		(7,500)		0		0
<b>SALARY TOTAL</b>	<b>5.00</b>	<b>228,646</b>	<b>5.00</b>	<b>236,146</b>	<b>5.00</b>	<b>233,981</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		19,364		30,699		17,443
Workers' Compensation		661		472		538
Health Benefits		44,214		57,095		45,834
FICA		18,065		18,065		17,900
Miscellaneous		700		700		700
<b>TOTAL OTHER PERSONAL SERVICES</b>		83,004		107,031		82,415
<b>TOTAL 27TH PAY COST</b>		0		10,959		0
<b>TOTAL PERSONAL SERVICES</b>	<b>5.00</b>	<b>311,650 *</b>	<b>5.00</b>	<b>354,136</b>	<b>5.00</b>	<b>316,396</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Community Work Service Counselor upgraded to a Community Work Service Case Manager - # 2612

**DEPARTMENT: JUDICIAL**

**DIVISION: Family Court Services Division**

**INDEX: 417000**

**ORIGIN/PURPOSE:**

The role of the Social Worker is to develop, implement, and direct a program that will include evaluation / mediation for parties to domestic cases who have disputes over custody, visitation, and similar issues. Working directly with the parties in both individual and joint sessions, the Social Worker addresses issues that may arise such as mutual cooperation, child development, and child safety. The goal of the program is to assist parties in resolving their problems themselves instead of resorting to time consuming and unproductive court hearings. The Court also established a Facilitated Visitation Program. In cases where a claim is made that a parent has not seen a child for such a significant period that they are a stranger to the child, or there are allegations of sexual or physical abuse, the Social Worker is retained to supervise visitation. The facilitator files a report after each visit and assists the Court in the evaluation of the case.

Psychological / Psychiatric Evaluations: properly done evaluations which assist the Court in determining whether further psychological / psychiatric counseling is needed and greatly expedites any referral for such assistance.

Parenting Program: aimed at assisting single / divorced parents in understanding such areas as child development, the separation process, and the psychological aspects of divorce.

Home Studies: a qualified individual evaluates a home suitability or other physical aspects of the environment where a child will be and reports to the Court.

In every case where services are needed, every attempt is made to have those services provided privately with the expense to be paid by either the parties or their medical insurance. Where this is not possible, the parties are assessed on a sliding scale basis and the monies paid into the County's General Fund.

**FY '12 - '13 GOAL & OBJECTIVES:**

**6 TO CONTINUE TO REFINE AND IMPROVE THE QUALITY OF SERVICES OFFERED IN DOMESTIC CASES AS WELL AS DEVELOP NEW SERVICES TO ASSIST FAMILIES AND THE COURT TO PROMPTLY AND EFFICIENTLY RESOLVE CUSTODY AND VISITATION DISPUTES**

- o To reduce the time from the filing of a case to the resolution of any custody or visitation dispute
- o To decrease the number of custody / visitation dispositions that require resolution by trial by

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	370,374	397,303	413,274	383,803	383,803
20	CONTRACTUAL SERVICES	163,140	166,663	164,690	170,240	170,240
30	SUPPLIES & MATERIALS	2,940	3,386	3,260	3,573	3,573
40	BUSINESS & TRAVEL	1,948	1,355	2,040	2,080	2,080
50	CAPITAL OUTLAY	32	0	0	0	0
70	MISCELLANEOUS	0	181	0	0	0
	<b>GRAND TOTAL</b>	<b>538,434</b>	<b>568,888</b>	<b>583,264</b>	<b>559,696</b>	<b>559,696</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>538,434</b>	<b>568,888</b>	<b>583,264</b>	<b>559,696</b>	<b>559,696</b>

**DEPARTMENT: JUDICIAL**

**DIVISION: Family Court Services Division**

**INDEX: 417000**

**FINANCIAL NOTES:**

The (\$23,568) net decrease in funding for Judicial - Family Court Services Division is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	12,946	0	(12,946) One-Time FY 12 funds provided for 27th pay
o	62,612	57,162	(5,450) Health Benefits are adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	36,268	25,109	(11,159) Pension/Retirement rate adjustments per Treasury's estimates
o	558	642	84 Workers' Compensation rate adjustments per Treasury's estimates
o	164,400	170,229	5,829 Line items significantly adjusted, based on actual expense history:

<b>FY 12</b>	<b>FY 13</b>	<b>Change</b>	
2,500	3,000	500	Office Equipment
161,000	165,000	4,000	Other Professional Services - contract for evaluators / mediators
450	1,500	1,050	Other - Contractor for Interpreter services
300	379	79	Duplicating Machine Supplies
150	350	200	Other Supplies and Materials
<u>164,400</u>	<u>170,229</u>	<u>5,829</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: JUDICIAL  
DIVISION: FAMILY COURT SERVICES DIVISION

Index No. 417000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	1.00	54,269	1.00	54,269	1.00	54,269
Director, Family Court Services	1.00	99,840	1.00	99,840	1.00	99,840
Evaluator/Mediator	1.00	70,668	1.00	70,668	1.00	70,668
Family Services Coordinator	1.00	54,210	1.00	54,210	1.00	54,210
<b>SALARY TOTAL</b>	<b>4.00</b>	<b>278,987</b>	<b>4.00</b>	<b>278,987</b>	<b>4.00</b>	<b>278,987</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension		22,877		36,268		25,109
Workers' Compensation		781		558		642
Health Benefits		49,920		62,612		57,162
FICA		21,343		21,343		21,343
Miscellaneous		560		560		560
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>95,481</b>		<b>121,341</b>		<b>104,816</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>12,946</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>4.00</b>	<b>374,468 *</b>	<b>4.00</b>	<b>413,274</b>	<b>4.00</b>	<b>383,803</b>

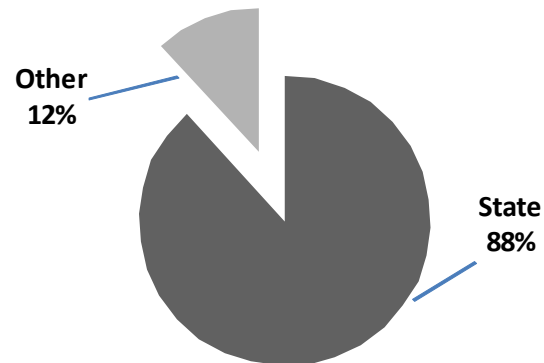
\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

# FY13 Anticipated Grant Award Dollars

(July 1, 2012 to June 30, 2013)

## JUDICIAL

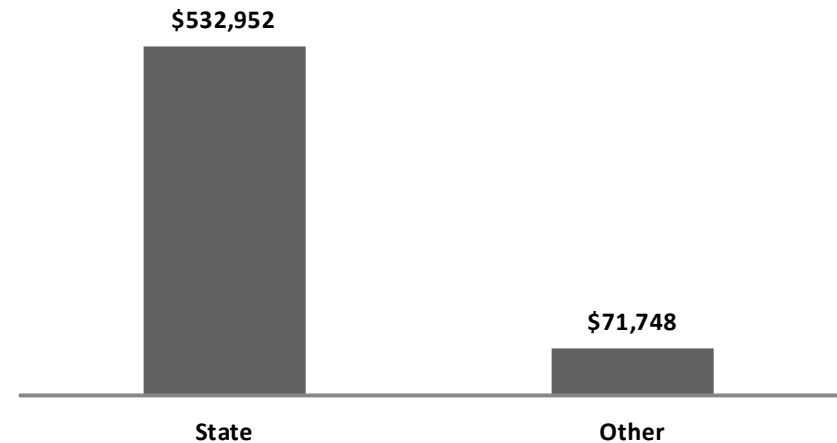
% of Anticipated Grant Dollars by Funder



# of Anticipated Grant Awards: 5

Federal	0
State	1
State/Other	4
Other	0

Anticipated Grant Award Dollars \$604,700 \*



*Requested County Match \$30,000*

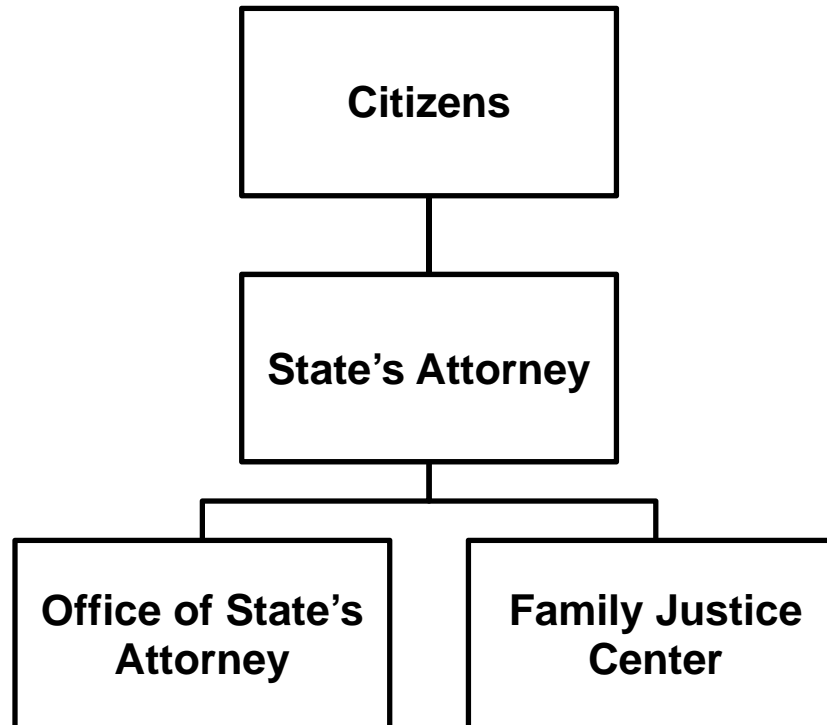
*\* Does not include County Match or Capital Projects*

Anticipated grant funding will enable the continuation of various grant programs, including the Child Support Incentive Fund, Family Court Services, and the Access and Visitation programs. The largest grant dollars are being requested for the Family Court Services program which will fund programs and services for Alternative Dispute Resolution, facilitated visitation, psychological evaluations, personnel and services for children's groups and child custody investigations.

Judicial- Anticipated FY13 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Child Support Incentive Fund	The goal of the Parent Reunification Services Project is to provide the local Office of Child Support Enforcement and the Court an intervention that will assist them in establishing child support or collecting arrearages in seven Office of Child Support Enforcement cases that also have a current dispute regarding visitation not resolved by mediation or custody.		\$7,000			7/1/12 - 6/30/13	Recurring
Family Court Services	This grant funds numerous programs and services for Alternative Dispute Resolution, facilitated visitation, psychological evaluations, personnel and services for children's groups, and child custody investigations.		\$394,241	\$10,000		7/1/12 - 6/30/13	Recurring
CASA	This grant focuses on representing the best interest of abused, neglected and dependent children in Court proceedings.		\$65,978	\$47,875	\$30,000	7/1/12 - 6/30/13	Recurring
Access/Visitation Program	Provide access/visitation services to non-custodial parents. Goal is to develop and produce 50 visitation plans targeting separated families in which child support and access is the issue.		\$45,733	\$13,508		2/2011 - 1/2014	Recurring
FCCIP - Celebrating Families Program	The intent of this program is to enhance parenting skills and general life skills of parents whose children are in foster care.		\$20,000	\$365		7/1/12 - 6/30/13	Recurring
TOTALS		\$0	\$532,952	\$71,748	\$30,000		
TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH	\$604,700						

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# OFFICE OF STATE'S ATTORNEY



## STATE'S ATTORNEY

### ORIGIN/PURPOSE:

The State's Attorney, created by Article V, Section 7 of the Maryland Constitution, represents the State in all criminal actions. Harford County pays the office's expenses.

The State's Attorney is elected by the County voters to a four-year term with no term limit. He / she assists the police in investigating crime in Harford County. This office presents certain criminal cases to the Grand Jury; acts as the jury's legal advisor and provides prosecutors for the Circuit, District, and Juvenile Courts. The office participates in Harford County School programs. State's Attorneys also provide basic training to the County Sheriff's Academy and in-service training programs for various law enforcement agencies.

The office holds membership in the Harford County Narcotics Task Force, the Harford County Child Advocacy Center, and the Harford County Family Justice Center. Through Federal and State grants, the State's Attorney provides assistance in establishing and enforcing child support orders and offers advocate services to victims of crime and their families.

### MISSION STATEMENT:

TO PROVIDE QUALITY, EXPEDITIOUS, AND RESPONSIVE SERVICES TO MEET THE NEEDS OF HARFORD COUNTY CITIZENS

### FY '12 - '13 KEY GOALS:

- 1 TO PROVIDE THE COMMUNITY WITH A QUICK AND EFFECTIVE WAY TO RECOVER LOSSES FROM BAD CHECKS, TO DIVERT POTENTIAL DEFENDANTS INTO A COUNSELING PROGRAM TO AVOID REPEAT OFFENSES AND CONCENTRATE PROSECUTION EFFORTS ON THOSE OFFENDERS WHO REFUSE TO COOPERATE WITH THE PROGRAM, AND TO LESSEN THE BURDEN ON THE COURT SYSTEM WHILE PRODUCING A SUCCESSFUL RESULT FOR THE VICTIM
- 2 TO PROVIDE FOR THE INVESTIGATION OF ALLEGATIONS OF CHILD MOLESTATION AND / OR EXPLOITATION WHILE MINIMIZING THE TRAUMA TO THE CHILD AND TO PROVIDE SERVICES AND RESOURCES TO THE ABUSED CHILD AND HIS / HER FAMILY WHILE ALWAYS ADVOCATING FOR THE CHILD'S NEEDS

## STATE'S ATTORNEY

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	4,579,359	4,799,988	5,126,516	4,854,348	4,854,348
20	CONTRACTUAL SERVICES	81,182	77,512	81,575	80,333	80,333
30	SUPPLIES & MATERIALS	45,235	40,936	48,450	46,250	46,250
40	BUSINESS & TRAVEL	34,630	41,495	31,945	36,000	36,000
50	CAPITAL OUTLAY	1,316	1,452	0	0	0
70	MISCELLANEOUS	492,709	456,227	448,885	447,285	447,285
80	INTERGOVERNMENTAL	595	366	500	500	500
	<b>GRAND TOTAL</b>	<b>5,235,026</b>	<b>5,417,976</b>	<b>5,737,871</b>	<b>5,464,716</b>	<b>5,464,716</b>
<b><u>SUMMARY BY FUND:</u></b>						
11	GENERAL	5,235,026	5,417,976	5,737,871	5,464,716	5,464,716
	<b>GRAND TOTAL</b>	<b>5,235,026</b>	<b>5,417,976</b>	<b>5,737,871</b>	<b>5,464,716</b>	<b>5,464,716</b>
<b><u>SUMMARY BY DIVISION:</u></b>						
431000	OFFICE OF THE STATE'S ATTORNEY	4,991,406	5,148,888	5,464,808	5,206,824	5,206,824
432000	FAMILY JUSTICE CENTER	243,620	269,088	273,063	257,892	257,892
	<b>GRAND TOTAL</b>	<b>5,235,026</b>	<b>5,417,976</b>	<b>5,737,871</b>	<b>5,464,716</b>	<b>5,464,716</b>
	<b>SUMMARY OF GRANT BUDGETS</b>					<b>447,285</b>

## STATE'S ATTORNEY

### FINANCIAL NOTES:

The (\$273,155) net decrease in funding for State's Attorney is the result of:

	FY 12	FY 13	CHANGE	
o	3,500,667	3,578,788	78,121	Full Time Salaries
			(94,410)	Staff Turnover (2.71%)
			118,342	Salary Adjustments based on recommendations of the Department of Human Resources
			54,189	Offset Salary in FY 12 for actual hours worked @ \$52,589 and FY 12 CPI for State's Attorney @ \$1,600 restored
			<u>78,121</u>	
o	162,473	0	(162,473)	One-Time FY 12 funds provided for 27th pay
o	723,943	669,059	(54,884)	Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	452,672	315,553	(137,119)	Pension/Retirement rate adjustments per Treasury's estimates
o	9,422	10,940	1,518	Workers' Compensation rate adjustments per Treasury's estimates
o	269,359	272,028	2,669	FICA adjustment
o	110,545	111,158	613	Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change	
	13,913	13,733	(180)	Office Equipment
	7,200	5,300	(1,900)	Telephone Service
	2,224	1,150	(1,074)	Office Equipment Service
	25,688	27,600	1,912	Data Processing Software Maintenance
	13,900	12,400	(1,500)	General Office Supplies
	6,150	6,350	200	Printing-Commercial
	8,100	8,700	600	General Office Mailing
	13,000	11,500	(1,500)	Computer Supplies
	2,300	5,300	3,000	County Owned Vehicles
	1,000	1,700	700	Fuel Charges
	1,400	1,200	(200)	Mileage
	9,600	10,000	400	Professional Books & Periodicals
	6,070	6,225	155	Membership Fees & Dues
	<u>110,545</u>	<u>111,158</u>	<u>613</u>	

## STATE'S ATTORNEY

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	1,600	0	(1,600)	Grants and Contributions - In FY 12 the State's Attorney agreed to remit his FY 12 statutorily prescribed salary increase to be used as a grant/contribution
o	447,285	447,285	0	County Match/Transfers Out
	FY 12	FY 13	Change	
	417,285	426,332	9,047	Child Support Division
	30,000	20,953	(9,047)	Domestic Violence Legal Assistant
	<u>447,285</u>	<u>447,285</u>	<u>0</u>	

# DEPARTMENT STAFF SUMMARY

## DEPARTMENT: STATE'S ATTORNEY

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrator, State's Attorney Office	1.00	90,598	1.00	90,598	1.00	90,598
Assistant State's Attorney I	4.00	216,100	3.00	158,400	3.00	163,300
Assistant State's Attorney II	7.00	477,325	9.00	592,725	10.00	655,189
Assistant State's Attorney III	11.00	977,466	11.00	977,466	10.00	959,840
Deputy State's Attorney	2.00	231,368	2.00	231,368	2.00	227,395
Legal Assistant I	0.00	0	2.00	70,400	1.00	37,300
Legal Assistant II	10.00	482,779	8.00	382,293	9.00	428,640
Legal Assistant III	2.00	120,570	2.00	120,570	2.00	120,570
Legal Clerk	1.00	30,826	5.00	145,417	4.00	113,326
Legal Specialist I	6.00	240,515	1.00	40,107	3.00	114,707
Legal Specialist II	10.00	482,238	11.00	515,844	10.00	457,796
Senior Trial Assistant	1.00	121,109	1.00	121,109	1.00	100,000
State's Attorney	1.00	106,959	1.00	108,559	1.00	110,127
		(2,833)		(1,600)		0
<b>TOTAL FULL-TIME SALARIES</b>	56.00	3,575,020	57.00	3,553,256	57.00	3,578,788
<b>SALARY OFFSET</b>		(125,764)		(52,589)		0
<b>SALARY TOTAL</b>	<b>56.00</b>	<b>3,449,256</b>	<b>57.00</b>	<b>3,500,667</b>	<b>57.00</b>	<b>3,578,788</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		287,418		452,672		315,553
Workers' Compensation		13,163		9,422		10,940
Health Benefits		619,141		723,943		669,059
FICA		271,218		269,359		272,028
Miscellaneous		7,840		7,980		7,980
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>1,198,780</b>		<b>1,463,376</b>		<b>1,275,560</b>
<b>TOTAL 27TH PAY COST</b>		0		162,473		0
<b>TOTAL PERSONAL SERVICES</b>	<b>56.00</b>	<b>4,648,036 *</b>	<b>57.00</b>	<b>5,126,516</b>	<b>57.00</b>	<b>4,854,348</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: STATE'S ATTORNEY'S OFFICE****DIVISION: Office of State's Attorney****INDEX: 431000****ORIGIN/PURPOSE:**

The State's Attorney, created by the Maryland Constitution, represents the State in all criminal actions. Harford County pays the office's expenses.

The State's Attorney is elected by the County voters to a four-year term with no term limit. He / she assists the police in investigating crime in Harford County. This office presents certain criminal cases to the Grand Jury, acts as the jury's legal advisor, and provides prosecutors for the Circuit, District, and Juvenile Courts. The office participates in Harford County School programs and also provides basic training to the County Sheriff's Academy and in-service training programs for various law enforcement agencies.

The office holds membership in the Harford County Narcotics Task Force. Through Federal and State grants, the State's Attorney provides assistance in establishing and enforcing child support orders and offers advocate services to victims of crime and their families.

**FY '12 - '13 GOAL:**

- 1 TO PROVIDE THE COMMUNITY WITH A QUICK AND EFFECTIVE WAY TO RECOVER THEIR LOSSES FROM BAD CHECKS, TO DIVERT POTENTIAL DEFENDANTS INTO A COUNSELING PROGRAM TO AVOID REPEAT OFFENSES AND CONCENTRATE PROSECUTION EFFORTS ON THOSE OFFENDERS WHO REFUSE TO COOPERATE WITH THE PROGRAM, AND TO LESSEN THE BURDEN ON THE COURT SYSTEM WHILE PRODUCING A SUCCESSFUL RESULT FOR THE VICTIM

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	4,354,415	4,548,548	4,876,028	4,617,894	4,617,894
20	CONTRACTUAL SERVICES	75,141	71,912	74,620	74,115	74,115
30	SUPPLIES & MATERIALS	33,772	29,831	34,100	32,300	32,300
40	BUSINESS & TRAVEL	33,518	40,552	30,675	34,730	34,730
50	CAPITAL OUTLAY	1,256	1,452	0	0	0
70	MISCELLANEOUS	492,709	456,227	448,885	447,285	447,285
80	INTERGOVERNMENTAL	595	366	500	500	500
	<b>GRAND TOTAL</b>	<b>4,991,406</b>	<b>5,148,888</b>	<b>5,464,808</b>	<b>5,206,824</b>	<b>5,206,824</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>4,991,406</b>	<b>5,148,888</b>	<b>5,464,808</b>	<b>5,206,824</b>	<b>5,206,824</b>

**DEPARTMENT: STATE'S ATTORNEY'S OFFICE****DIVISION: Office of State's Attorney****INDEX: 431000****FINANCIAL NOTES:**

The (\$257,984) net decrease in funding for State's Attorney's Office - Office of State's Attorney is the result of:

	FY 12	FY 13	CHANGE	
o	3,337,597	3,415,718	78,121	Full Time Salaries
			(94,410)	Staff Turnover (2.83%)
			118,342	Salary Adjustments based on recommendations of the Department of Human Resources
			54,189	Offset Salary in FY 12 for actual hours worked @ \$52,589 and FY 12 CPI for State's Attorney @ \$1,600 restored
			<u>78,121</u>	
o	154,906	0	(154,906)	One-Time FY 12 funds provided for 27th pay
o	431,473	300,877	(130,596)	Pension/Retirement rate adjustments per Treasury's estimates
o	678,652	623,761	(54,891)	Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	9,096	10,565	1,469	Workers' Compensation rate adjustments per Treasury's estimates
o	256,884	259,553	2,669	FICA adjustment
o	25,000	92,320	1,750	Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change	
	9,610	9,965	355	Office Equipment
	5,000	3,300	(1,700)	Telephone Service
	2,072	1,000	(1,072)	Office Equipment Service
	25,688	27,600	1,912	Data Processing Software-Maintenance
	8,800	7,300	(1,500)	General Office Supplies
	5,800	6,000	200	Printing Commercial
	6,500	7,000	500	General Office Mailing
	8,000	7,000	(1,000)	Computer Supplies
	2,300	5,300	3,000	County Owned Vehicles
	1,000	1,700	700	Fuel Charges
	1,400	1,200	(200)	Mileage
	9,200	9,600	400	Professional Books
	5,200	5,355	155	Membership Fees & Dues
	<u>90,570</u>	<u>92,320</u>	<u>1,750</u>	

**DEPARTMENT: STATE'S ATTORNEY'S OFFICE**

**DIVISION: Office of State's Attorney**

**INDEX: 431000**

**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	1,600	0	(1,600)	Grants and Contributions - In FY 12 the State's Attorney agreeded to remit his FY 12 statutorily prescribed salary increase to be used as a grant/contribution
o	447,285	447,285	0	County Match/Transfers Out
	FY 12	FY 13	Change	
	417,285	426,332	9,047	Child Support Division
	30,000	20,953	(9,047)	Domestic Violence Legal Assistant
	<u>447,285</u>	<u>447,285</u>	<u>0</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: STATE'S ATTORNEY  
DIVISION: OFFICE OF STATE'S ATTORNEY

Index No. 431000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrator, State's Attorney Office	1.00	90,598	1.00	90,598	1.00	90,598
Assistant State's Attorney I	4.00	216,100	3.00	158,400	3.00	163,300 A
Assistant State's Attorney II	7.00	477,325	9.00	592,725	10.00	655,189 B
Assistant State's Attorney III	11.00	977,466	11.00	977,466	10.00	959,840 C
Deputy State's Attorney	2.00	231,368	2.00	231,368	2.00	227,395 D
Legal Assistant I	0.00	0	2.00	70,400	1.00	37,300
Legal Assistant II	10.00	482,779	8.00	382,293	9.00	428,640 E
Legal Assistant III	2.00	120,570	2.00	120,570	2.00	120,570
Legal Clerk	0.00	0	4.00	114,591	3.00	82,500 F
Legal Specialist I	6.00	240,515	1.00	40,107	3.00	114,707 G
Legal Specialist II	7.00	349,994	8.00	383,600	7.00	325,552
Senior Trial Assistant	1.00	121,109	1.00	121,109	1.00	100,000 H
State's Attorney	1.00	106,959	1.00	108,559	1.00	110,127
		(2,833)		(1,600)		0
<b>TOTAL FULL-TIME SALARIES</b>	<b>52.00</b>	<b>3,411,950</b>	<b>53.00</b>	<b>3,390,186</b>	<b>53.00</b>	<b>3,415,718</b>
<b>SALARY OFFSET</b>		(125,764)		(52,589)		0
<b>SALARY TOTAL</b>	<b>52.00</b>	<b>3,286,186</b>	<b>53.00</b>	<b>3,337,597</b>	<b>53.00</b>	<b>3,415,718</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		274,046		431,473		300,877
Workers' Compensation		12,706		9,096		10,565
Health Benefits		579,443		678,652		623,761
FICA		258,743		256,884		259,553
Miscellaneous		7,280		7,420		7,420
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>1,132,218</b>		<b>1,383,525</b>		<b>1,202,176</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>154,906</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>52.00</b>	<b>4,418,404 *</b>	<b>53.00</b>	<b>4,876,028</b>	<b>53.00</b>	<b>4,617,894</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Senior Trial Assistant # 0556 and One (1) vacant Assistant States Attorney II # 0564 filled as Assistant States Attorney I filled as Assistant States Attorney I

B - Two (2) Asst States Attorney I upgraded to Assistant States Attorney II - # 3550, 0560

C - One (1) Deputy States Attorney downgraded to Assistant States Attorney III - # 0565

D - One (1) Assistant States Attorney III upgraded to Deputy States Attorney - # 1406

E - One (1) Legal Assistant I upgraded to Legal Assistant II - # 2504

F - One (1) Legal Specialist II filled as a Legal Clerk - # 0550

G - Two (2) Legal Clerks upgraded to Legal Specialists I - # 2013, 3020

H - One (1) Assistant States Attorney III upgraded to Senior Trial Assistant - # 3278

## OFFICE OF THE STATE'S ATTORNEY OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide the community with a quick and effective way to recover losses from bad checks, to divert potential defendants into a counseling program to avoid repeat offenses and concentrate prosecution efforts on those offenders who refuse to cooperate with the program, and to lessen the burden on the court system while producing a successful result for the victim.

### **Department Objective**

To increase the amount of restitution recovered for merchants and increase the number of bad check cases diverted from the court system.

### **County Goal(s) Supported**

III. Efficient County Government

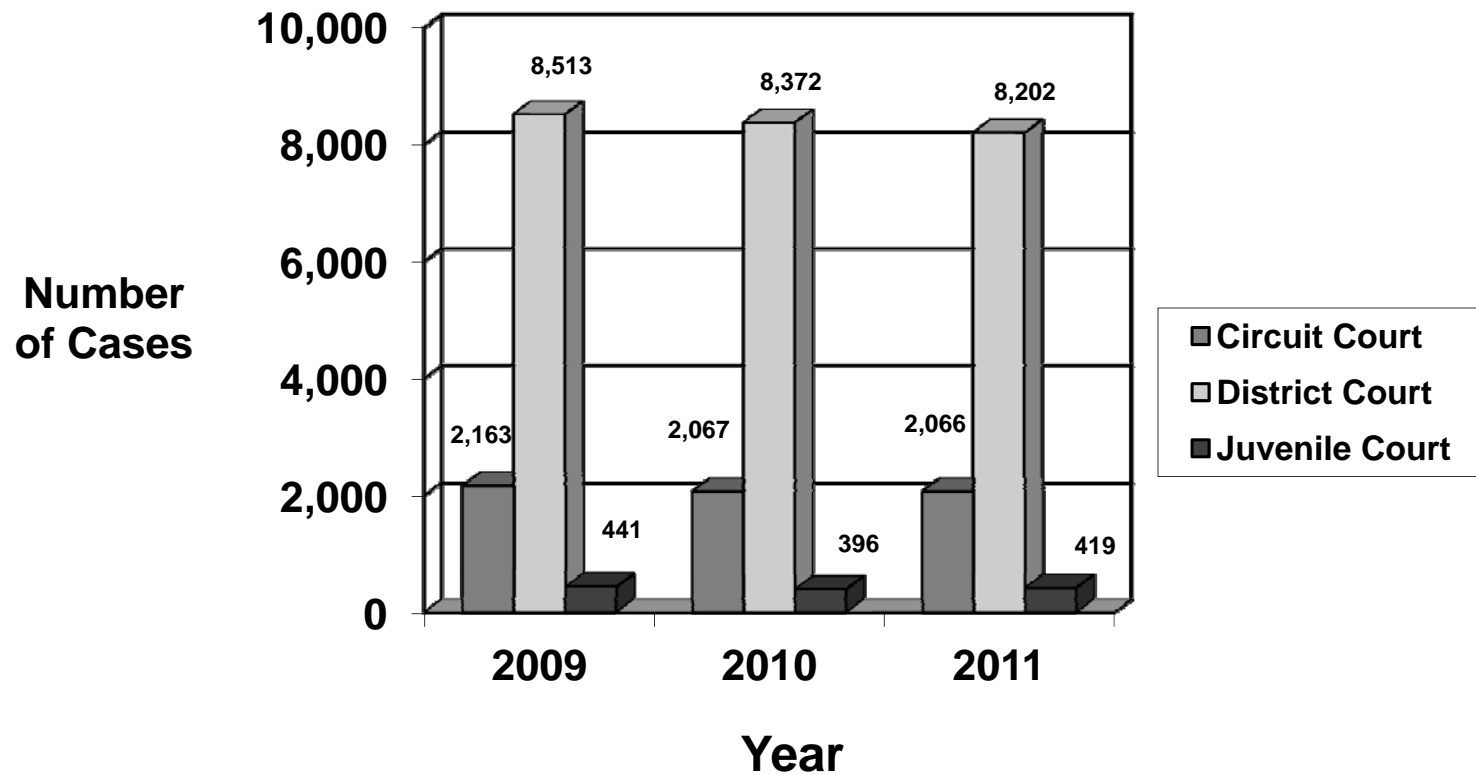
Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$469	\$469	\$235	\$235	\$235
Number of staff hours	22	22	11	11	11
<b><u>Output:</u></b>					
Amount of restitution recovered	\$77,325	\$53,936	\$24,182	\$16,465	\$13,172
<b><u>Efficiency:</u></b>					
Amount of restitution recovered per dollar spent	\$164.87	\$115.00	\$102.90	\$70.06	\$56.05
<b><u>Service Quality:</u></b>					
Percent of clients satisfied with services	90%	90%	91%	92%	92%
<b><u>Outcome:</u></b>					
Percent of bad checks recovered without court intervention	24%	20%	24%	22%	22%

### **Explanation and Analysis of Performance Measures**

The Bad Check Program is designed to target defendants who have written bad checks to local merchants and recover restitution owed, while at the same time providing counseling services to these offenders. The benefit to the Court system is a reduction in cases processed that require court time and resources.

# OFFICE OF THE STATE'S ATTORNEY

## Number of Criminal Cases Filed



**DEPARTMENT: STATE'S ATTORNEY'S OFFICE**

**DIVISION: Family Justice Center**

**INDEX: 432000**

**ORIGIN/PURPOSE:**

The Harford County Family Justice Center is designed to be a victim-centered case management project between Sexual Assault / Sexual Abuse Resource Center, Inc. (SARC), the Harford County Sheriff's Office (HCSO) and the Harford County State's Attorney's Office (SAO). All three disciplines unite their efforts toward the common goal of holding domestic violence offenders accountable, and allowing victims to break the cycle of violence.

The Child Advocacy Center (CAC) is also housed in the Family Justice Center. This multi-disciplinary team is comprised of staff from the State's Attorney's Office, Department of Social Services, and the Harford County Sheriff's Office. Their responsibility is to investigate allegations of sexual child abuse and assault, to assess and protect the child, and to provide services and resources for the abused child and his / her family.

Having their respective services co-located in one facility allows for the sharing of space and resources for the abused child and his / her family.

**FY '12 - '13 GOAL:**

- 2 TO PROVIDE FOR THE INVESTIGATION OF ALLEGATIONS OF CHILD MOLESTATION AND / OR EXPLOITATION WHILE MINIMIZING THE TRAUMA TO THE CHILD AND TO PROVIDE SERVICES AND RESOURCES TO THE ABUSED CHILD AND HIS / HER FAMILY WHILE ALWAYS ADVOCATING FOR THE CHILD'S NEEDS

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	224,944	251,440	250,488	236,454	236,454
20	CONTRACTUAL SERVICES	6,041	5,600	6,955	6,218	6,218
30	SUPPLIES & MATERIALS	11,463	11,105	14,350	13,950	13,950
40	BUSINESS & TRAVEL	1,112	943	1,270	1,270	1,270
50	CAPITAL OUTLAY	60	0	0	0	0
	<b>GRAND TOTAL</b>	<b>243,620</b>	<b>269,088</b>	<b>273,063</b>	<b>257,892</b>	<b>257,892</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>243,620</b>	<b>269,088</b>	<b>273,063</b>	<b>257,892</b>	<b>257,892</b>

**DEPARTMENT: STATE'S ATTORNEY'S OFFICE**

**DIVISION: Family Justice Center**

**INDEX: 432000**

**FINANCIAL NOTES:**

The (\$15,171) net decrease in funding for State's Attorney's Office - Family Justice Center is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	7,567	0	(7,567) One-Time FY 12 funds provided for 27th pay
o	21,199	14,676	(6,523) Pension/Retirement rate adjustments per Treasury's estimates
o	13,103	11,968	(1,135) Line items significantly adjusted, based on actual expense history:

<b>FY 12</b>	<b>FY 13</b>	<b>Change</b>	
4,303	3,768	(535)	Office Equipment
2,200	2,000	(200)	Telephone Service
1,600	1,700	100	General Office Mailing
5,000	4,500	(500)	Computer Supplies
<u>13,103</u>	<u>11,968</u>	<u>(1,135)</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: STATE'S ATTORNEY  
DIVISION: FAMILY JUSTICE CENTER

Index No. 432000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Legal Clerk	1.00	30,826	1.00	30,826	1.00	30,826
Legal Specialist II	3.00	132,244	3.00	132,244	3.00	132,244
<b>SALARY TOTAL</b>	<b>4.00</b>	<b>163,070</b>	<b>4.00</b>	<b>163,070</b>	<b>4.00</b>	<b>163,070</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		13,372		21,199		14,676
Workers' Compensation		457		326		375
Health Benefits		39,698		45,291		45,298
FICA		12,475		12,475		12,475
Miscellaneous		560		560		560
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>66,562</b>		<b>79,851</b>		<b>73,384</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>7,567</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>4.00</b>	<b>229,632 *</b>	<b>4.00</b>	<b>250,488</b>	<b>4.00</b>	<b>236,454</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## OFFICE OF THE STATE'S ATTORNEY - FAMILY JUSTICE CENTER

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To provide for the investigation of allegations of child molestation and / or exploitation while minimizing the trauma to the child and to provide services and resources to the abused child and his / her family while always advocating for the child's needs.

#### **Department Objective**

To improve upon service to Child Advocacy Center (CAC) victims by increasing the percentage of investigations closed within 180 days of opening to 80%.

#### **County Goal(s) Supported**

I. Public Safety

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated *	\$193,214	\$189,509	\$180,908	\$185,000	\$185,000
Number of staff	12	12	12	12	12
<b><u>Output:</u></b>					
Number of investigations referred to the Child Advocacy Center	326	494*	581	600	618
<b><u>Efficiency:</u></b>					
Amount spent per investigation	\$592.68	\$383.62	\$311.37	\$308.33	\$299.35
<b><u>Service Quality:</u></b>					
Percent of families served by the Child Advocacy Center that are satisfied by the services	86%	87%	88%	90%	90%
<b><u>Outcome:</u></b>					
Percent of investigations resulting in timely closure	92%	93%	93%	94%	94%

#### **Explanation and Analysis of Performance Measures**

The Child Advocacy Center operates as a team in investigating and prosecuting child sexual abuse cases. The effectiveness of this approach can be measured by determining if cases are satisfactorily closed in a timely manner. Results can be tracked via case statistics as well as customer satisfaction surveys.

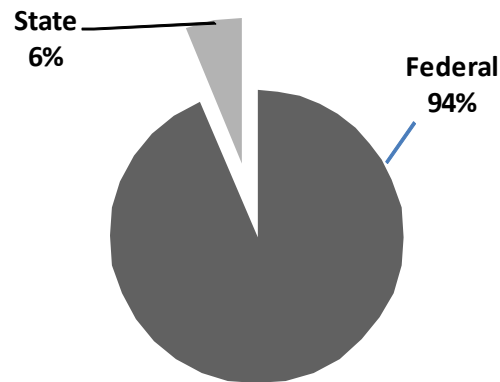
\* Now handling child physical abuse cases as of July, 2009 which are included in the total.

## FY13 Anticipated Grant Award Dollars

(July 1, 2012 to June 30, 2013)

### OFFICE OF STATE'S ATTORNEY

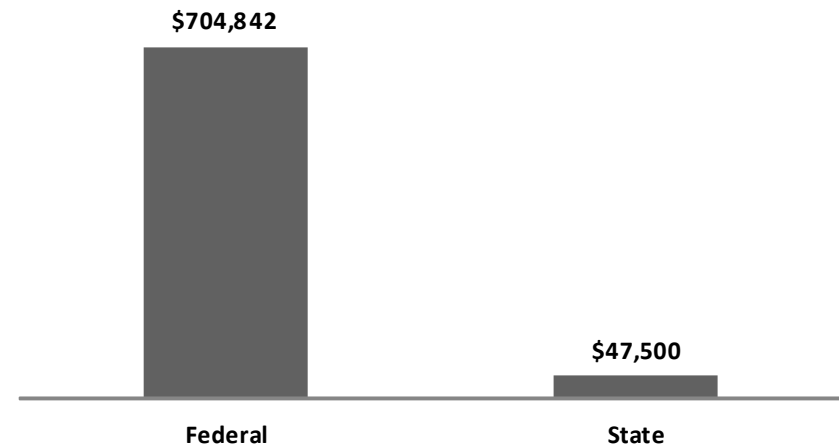
% of Anticipated Grant Dollars by Funder



# of Anticipated Grant Awards: 4

Federal	2
State	2
State/Other	0
Other	0

Anticipated Grant Award Dollars \$752,342\*



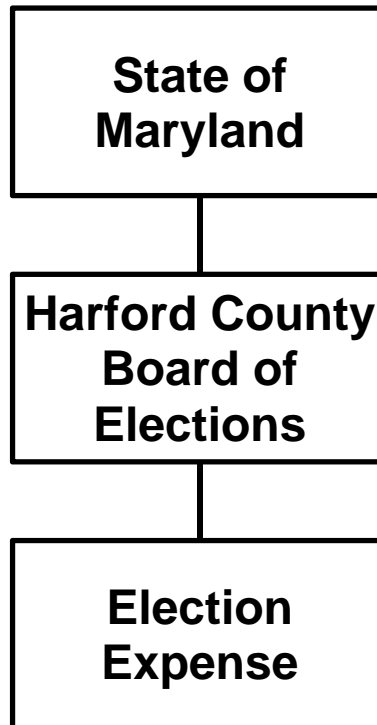
*Requested County Match \$447,285*

*\* Does not include County Match or Capital Projects*

Anticipated Federal and State grant funds will assist in supporting the State of Maryland Department of Human Resources—Dept of Social Services Child Support Program's efforts in establishing and collecting child support by providing legal representation through the court system. Anticipated State funding will enable the purchase of technology equipment, as well as training, to reduce gaps in services and present evidence in court cases. Funding will also provide for a Legal Specialist in the Victim/Witness Unit providing information, services and court accompaniment to victim and witnesses for jury and appeal cases being prosecuted in the Circuit Court for Harford County.

Office of State's Attorney - Anticipated FY13 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Cooperative Agreement	This grant is to support the State of Maryland Department of Human Resources - Dept of Social Services Child Support Program efforts in establishing and collecting child support by providing legal representation through the court system.	\$694,842			\$426,332	10/1/12 - 9/30/13	Recurring
Child Advocacy Center Investigative Enhancement	This grant is to purchase technology and equipment, as well as training, to use these resources to reduce gaps in services and present evidence in court cases.		\$12,500			10/1/12 - 9/30/13	One Time
Child Advocacy Center Training and Equipment	The purpose of this grant is to fund specialized training and equipment to improve upon investigation and prosecution of child sexual abuse and assault cases.	\$10,000				1/1/12- 12/31/12	Recurring
Circuit Court Victims Services	To fund a Legal Specialist in the Victim/Witness Unit to provide information, services and court accompaniment to victim and witnesses in prayer for jury and appeal cases being prosecuted in the Circuit Court for Harford County.		\$35,000		\$20,953	7/1/12 - 6/30/12	Recurring
TOTALS		\$704,842	\$47,500	\$0	\$447,285		
<b>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH</b>	<b>\$752,342</b>						

# BOARD OF ELECTIONS



## ELECTIONS

### ORIGIN/PURPOSE:

The Harford County Board of Elections ensures that every eligible citizen is given the opportunity to register and vote. Although this department derives its authority from State and Federal laws, its budget is funded principally by the County.

The Harford County Board of Elections is responsible for the administration and performance of all activities essential to a successful election. All functions revolve around this responsibility and include programs which encourage voter registration; permit registration with ease and convenience; provide accessible polling places; serve as a reference center for election information; and provide assistance to all candidates and the three Harford County municipalities.

### FY '12 - '13 KEY GOAL:

- 1 TO ENSURE THAT EVERY ELIGIBLE CITIZEN IS GIVEN THE OPPORTUNITY TO REGISTER TO VOTE

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	132,153	194,591	222,565	206,442	206,442
20	CONTRACTUAL SERVICES	181,522	767,972	405,105	612,770	612,770
30	SUPPLIES & MATERIALS	24,526	124,221	431,525	465,680	465,680
40	BUSINESS & TRAVEL	26,004	32,993	28,830	32,180	32,180
50	CAPITAL OUTLAY	1,439	3,423	0	24,000	24,000
70	MISCELLANEOUS	492,217	582,200	599,600	599,600	599,600
80	INTER-GOV'T / INTER-FUND EXPENSES	53	862	1,500	1,500	1,500
	<b>GRAND TOTAL</b>	<b>857,914</b>	<b>1,706,262</b>	<b>1,689,125</b>	<b>1,942,172</b>	<b>1,942,172</b>
<b><u>SUMMARY BY FUND:</u></b>						
11	GENERAL	857,914	1,706,262	1,689,125	1,942,172	1,942,172
	<b>GRAND TOTAL</b>	<b>857,914</b>	<b>1,706,262</b>	<b>1,689,125</b>	<b>1,942,172</b>	<b>1,942,172</b>
<b><u>SUMMARY BY DIVISION:</u></b>						
481000	HARFORD COUNTY BOARD OF ELECTIONS	718,118	893,970	1,236,695	1,307,872	1,307,872
482000	ELECTION EXPENSE	139,796	812,292	452,430	634,300	634,300
	<b>GRAND TOTAL</b>	<b>857,914</b>	<b>1,706,262</b>	<b>1,689,125</b>	<b>1,942,172</b>	<b>1,942,172</b>

## ELECTIONS

### FINANCIAL NOTES:

The \$253,047 net increase in funding for Elections is the result of:

	FY 12	FY 13	CHANGE
o	176,636	174,970	(1,666) Temporary Salaries - decrease based on estimated funding requirements for FY 13
o	19,517	10,740	(8,777) Pension/Retirement rate adjustments per Treasury's estimates
o	5,437	6,825	1,388 Overtime - increase based on estimated funding requirements for FY 13
o	7,045	0	(7,045) One-time FY 12 funds provided for 27th pay
o	0	260,000	260,000 Management Services - County's share for implementation of Statewide Voting System.
o	296,900	332,580	35,680 Computer Software - Harford County's share of the voter registration system per State's estimate @ \$320,000 and electronic poll books @ \$12,580

## ELECTIONS

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	537,320	486,860	(50,460)	Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change	
	7,200	6,000	(1,200)	Space & Real Estate
	20,480	19,775	(705)	Telephone Service
	351,235	300,880	(50,355)	Election Officials
	600	525	(75)	Fax Services
	15,500	16,500	1,000	General Office Supplies
	61,425	57,250	(4,175)	Printing - Commercial
	56,700	58,200	1,500	General Office Mailing
	100	500	400	Other Food Supplies
	500	250	(250)	Computer Hardware Components
	12,800	12,000	(800)	Mileage
	4,780	7,480	2,700	Meals - MAEO conference
	6,000	7,500	1,500	Lodging - MAEO conference
	<u>537,320</u>	<u>486,860</u>	<u>(50,460)</u>	
o	0	24,000	24,000	Equipment - Harford County's share of State Board of Elections (SBE) Statewide System (\$600,000 x 4%) per State's estimate
o	599,600	599,600	0	Payment to Other Government Agencies - Elections employees are paid from the State payroll and the County is invoiced by the State. The invoice will include salaries, pension, FICA, health subsidy and overtime for ten (10) employees.

**DEPARTMENT: ELECTIONS**

**DIVISION: Harford County Board of Elections**

**INDEX: 481000**

**ORIGIN/PURPOSE:**

The Harford County Board of Elections index contains funds covering voter education, voter registration (which includes registration, names/address updates, and deletions), and the day-to-day expenses of the office.

**FY '12 - '13 GOAL:**

1 TO ENSURE THAT EVERY ELIGIBLE CITIZEN IS GIVEN THE OPPORTUNITY TO REGISTER TO VOTE

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	132,153	194,589	222,565	206,442	206,442
20	CONTRACTUAL SERVICES	41,779	61,761	44,100	63,320	63,320
30	SUPPLIES & MATERIALS	24,526	23,387	343,800	384,730	384,730
40	BUSINESS & TRAVEL	26,004	28,610	26,630	29,780	29,780
50	CAPITAL OUTLAY	1,439	3,423	0	24,000	24,000
70	MISCELLANEOUS	492,217	582,200	599,600	599,600	599,600
	<b>GRAND TOTAL</b>	<b>718,118</b>	<b>893,970</b>	<b>1,236,695</b>	<b>1,307,872</b>	<b>1,307,872</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	718,118	893,970	1,236,695	1,307,872	1,307,872

**DEPARTMENT: ELECTIONS****DIVISION: Harford County Board of Elections****INDEX: 481000****FINANCIAL NOTES:**

The \$71,177 net increase in funding for Elections - Harford County Board of Elections is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	176,636	174,970	(1,666) Temporary Salaries - decrease based on estimated funding requirements for FY 13
o	7,045	0	(7,045) One-time funds provided for 27th pay
o	19,517	10,740	(8,777) Pension/Retirement rate adjustments per Treasury's estimates
o	5,437	6,825	1,388 Overtime - increase based on estimated funding requirements for FY 13
o	9,000	14,500	5,500 Printing - Commercial for voter notification and confirmation mailing cards, envelopes, etc. Increase due to redistricting.
o	296,900	332,580	35,680 Computer Software - Harford County's share of the voter registration system per State's estimate @\$320,000 and electronic poll books @ \$12,580

**DEPARTMENT: ELECTIONS****DIVISION: Harford County Board of Elections****INDEX: 481000****FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	42,960	65,130	22,170	Line items significantly adjusted, based on actual expense history:
	FY 12	FY 13	Change	
	20,480	19,775	(705)	Telephone Service
	600	525	(75)	Fax Services
	0	20,000	20,000	Management Services
	500	250	(250)	Computer Hardware Components
	11,300	10,300	(1,000)	Mileage
	4,080	6,780	2,700	Meals - MAEO conference
	6,000	7,500	1,500	Lodging - MAEO conference
	<u>42,960</u>	<u>65,130</u>	<u>22,170</u>	
o	0	24,000	24,000	Equipment - County's share of new Statewide Voting System (\$600,000 x 4%) per State's estimate
o	599,600	599,600	0	Payments to Other Government Agencies - Elections employees are paid from the State payroll and the County is invoiced by the State. The invoice will include salaries, pension, FICA, and health subsidy for ten (10) employees.

# DIVISION STAFF SUMMARY

DEPARTMENT: ELECTIONS  
DIVISION: HARFORD COUNTY BOARD OF ELECTIONS

Index No. 481000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		<u>252,772</u>		<u>176,636</u>		<u>174,970</u>
SALARY TOTAL		<u><b>252,772</b></u>		<u><b>176,636</b></u>		<u><b>174,970</b></u>
OTHER PERSONAL SERVICES						
Pension		11,272		19,517		10,740
Overtime		6,570		5,437		6,825
FICA		<u>19,840</u>		<u>13,930</u>		<u>13,907</u>
TOTAL OTHER PERSONAL SERVICES		<b>37,682</b>		<b>38,884</b>		<b>31,472</b>
TOTAL 27TH PAY COST		<u>          </u>		<u>7,045</u>		<u>0</u>
TOTAL PERSONAL SERVICES		<u><b>290,454</b></u>		<u><b>222,565</b></u>		<u><b>206,442</b></u>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## HARFORD COUNTY BOARD OF ELECTIONS OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To ensure that every eligible citizen is given the opportunity to register to vote.

### **Department Objective**

To maintain or exceed a 99.9% accuracy rate for all voter registration transactions processed.

### **County Goal(s) Supported**

III. Efficient County Government

	2008 Presidential General One Election	No Elections	2010 Gubernatorial Election Two Elections	2012 Presidential Primary One Election	2012 Presidential General One Election
Measure	Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimated FY 2013
<b><u>Input:</u></b>					
Dollars allocated	\$984,020	\$718,118	\$902,656	\$1,236,695	\$932,692
<b><u>Output:</u></b>					
Number of registration transactions processed	84,800	52,500	75,725	*68,500	**76,000
Voting Age Population (18+)	181,885	182,167	184,416	184,702	184,988
Number of registered voters	149,651	149,053	150,834	*153,088	**156,000
<b><u>Efficiency:</u></b>					
Cost per registered voter	\$6.58	\$4.82	\$5.98	\$8.08	\$5.98
Cost per resident 18 years+	\$5.41	\$3.94	\$4.89	\$6.70	\$5.04
<b><u>Service Quality:</u></b>					
Percentage of transactions processed correctly	99.9%	99.9%	99.9%	99.9%	99.9%
<b><u>Outcome:</u></b>					
Total number of new registrants	10,554	6,197	9,178	*8,019	**9,500

NOTE: Voting Age Population (2000 Census and 2010 Census figures). \*Registration data as of 5/1/12; \*\*Registration data estimate based on projections and voter registration trends.

### **Explanation and Analysis of Performance Measures**

Voter Registration includes data entry for new registrations, duplicate registrations, cancellations (active and inactive), party affiliation changes, address/name changes, confirmation mailings/responses, miscellaneous (inactivations, reactivations, reinstatements), as well as petition processing and verification, redistricting in conjunction with Harford County Planning & Zoning, multiple bulk mailings, municipal elections and precinct changes. Maintenance of office equipment and management and administration of operations systems software as required by State and Federal laws and regulations.

### **Major Related Plans and Policies**

Help America Vote Act of 2002 (HAVA), Registration and Election Law of Maryland, HAVA State Plan, Code of Maryland, Election Assistance Commissions' Best Practices Tool Kit, and all procedures as dictated by the State Board of Elections (SBE), Statewide mandated attendance at State Board of Elections Officials annual conference.

## HARFORD COUNTY BOARD OF ELECTIONS OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To conduct fair and efficient elections for the citizens of Harford County

### **Department Objective**

To maintain a 100% accuracy rate for opening precincts on time

### **County Goal(s) Supported**

III. Efficient County Government

	2008 Presidential General One Election	No Elections	2010 Gubernatorial Election Two Elections	2012 Presidential Primary One Election	2012 Presidential General One Election
Measure	Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimated FY 2013
<b><u>Input:</u></b>					
Dollars allocated	\$829,058	\$139,796	\$873,238	\$452,430	\$634,300
<b><u>Output:</u></b>					
Voter Turnout	124,249	N/A	95,133	28,680	**124,800
Number of precinct locations (including Early Voting)	67 (No Early Voting)	N/A	66	65	65
<b><u>Efficiency:</u></b>					
Cost per Voter	\$6.67	N/A	\$9.18	\$15.78	\$5.08
<b><u>Service Quality:</u></b>					
Percentage of precincts opening on time	99.9%	N/A	99.9%	100.0%	100.0%
<b><u>Outcome:</u></b>					
Percentage of Turnout	83%	N/A	63%	17%	*80%

NOTE: \*Registration data estimate based on projections and voter registration trends, \*\*Voter Turnout - projected for 2012 Presidential General Election (FY2013)

### **Explanation and Analysis of Performance Measures**

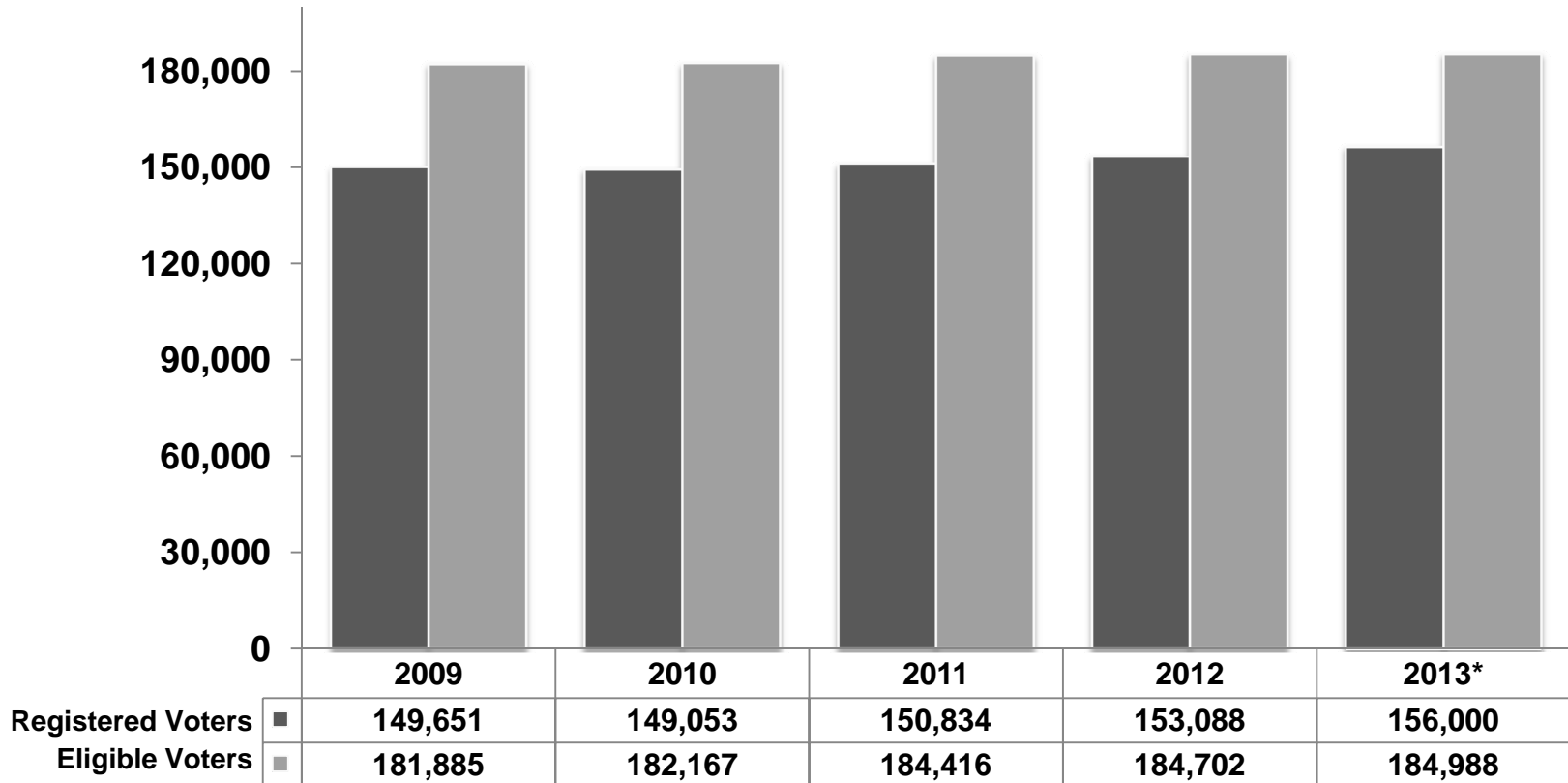
Conducting Elections (both during Election Day and Early Voting) includes hiring and training of temporary personnel; interviewing, hiring, training and placement of Elections Judges (including training materials and training of Municipal Election Judges), voter notifications, voter outreach, Logic & Accuracy testing of voting equipment, purchase of new equipment (where applicable), payment for private facilities used for polling locations, on-site polling location surveys and pre, actual and post management of polling locations, conduct post election absentee and provisional canvasses; post election audits as required by State and Federal laws and regulations.

### **Major Related Plans and Policies**

Help America Vote Act of 2002 (HAVA), Registration and Election Law of Maryland, HAVA State Plan, Code of Maryland, Election Assistance Commissions' Best Practices Tool Kit, and all procedures as dictated by the State Board of Elections (SBE), Statewide mandated attendance at State Board of Election Officials annual conference.

# Harford County Board of Elections

## Registered Voters vs. Total Eligible Voters



(\*Projected)

**DEPARTMENT: ELECTIONS**

**DIVISION: Election Expense**

**INDEX: 482000**

**ORIGIN/PURPOSE:**

The Election Expense index reflects those fluctuating expenditures associated with election cycles. Direct election expenses are budgeted within this index. These expenses include: ballots and voter authority cards, absentee postage, funds for poll workers and precinct costs, and fees for mandatory State-sponsored meetings. Based on the type and number of elections in any given year, funds are made available by the County government to ensure successful results.

In addition, expenses include storage, maintenance, and preparation of the current voting equipment and the personnel to support these efforts.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONNEL SERVICES	0	2	0	0	0
20	CONTRACTUAL SERVICES	139,743	706,211	361,005	549,450	549,450
30	SUPPLIES & MATERIALS	0	100,834	87,725	80,950	80,950
40	BUSINESS & TRAVEL	0	4,383	2,200	2,400	2,400
80	INTER-GOV'T / INTER-FUND EXPENSES	53	862	1,500	1,500	1,500
	<b>GRAND TOTAL</b>	<b>139,796</b>	<b>812,292</b>	<b>452,430</b>	<b>634,300</b>	<b>634,300</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	139,796	812,292	452,430	634,300	634,300

**DEPARTMENT: ELECTIONS**

**DIVISION: Election Expense**

**INDEX: 482000**

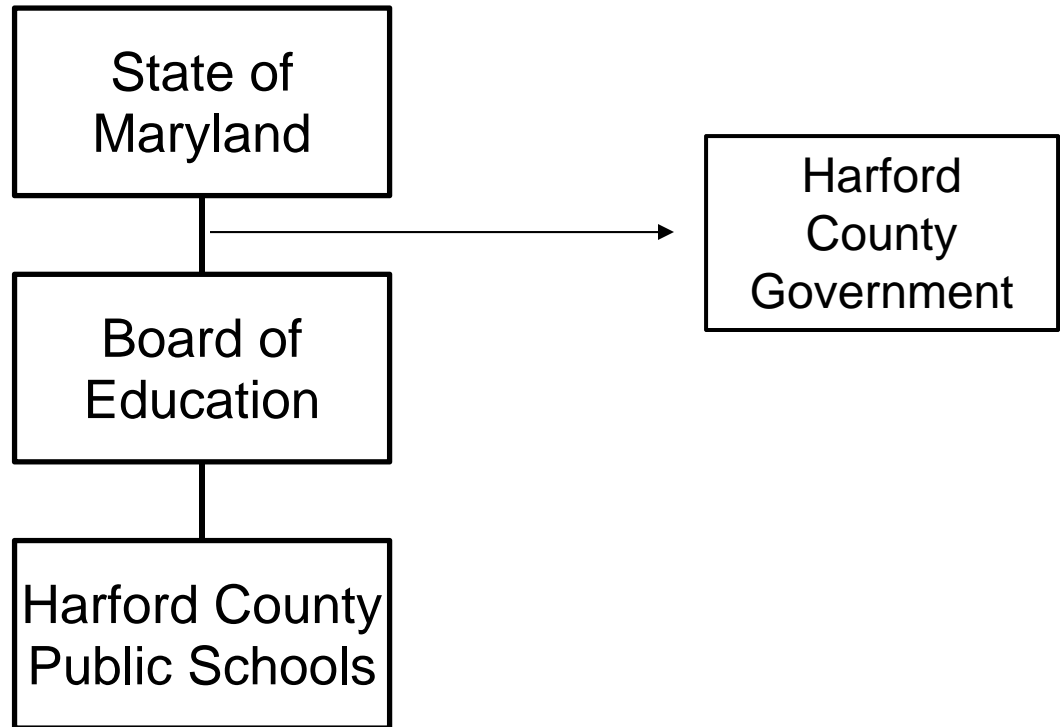
**FINANCIAL NOTES:**

The \$181,870 net increase in funding for Elections - Election Expense is the result of:

	FY 12	FY 13	CHANGE	
o	447,660	389,530	(58,130)	Line items significantly adjusted, based on actual expense history:
		FY 12	FY 13	Change
		7,200	6,000	(1,200)
		351,235	300,880	(50,355)
		3,500	4,500	1,000
		52,425	42,750	(9,675)
		31,700	33,200	1,500
		100	500	400
		1,500	1,700	200
		447,660	389,530	(58,130)
o	0	240,000	240,000	Management Services - County's share for implementation of Statewide Voting System.

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# BOARD OF EDUCATION



## HARFORD COUNTY BOARD OF EDUCATION

### ORIGIN/PURPOSE:

The Harford County Board of Education was established under the Education Article of the Annotated Code of Maryland to have perpetual existence and be a body politic and corporate of the State of Maryland. It is empowered and required to maintain a reasonably uniform system of public schools designed to provide quality education and equal educational opportunities for all youth. Per Senate Bill 629, effective July 1, 2009, the Board of Education was changed from a fully appointed Board to an elected-appointed Board consisting of six elected members and three members appointed by the Governor of the State of Maryland for four-year terms to be phased in over a period of time. There is also a student representative to the Board who serves a one-year term while a high school senior. This student is elected by the Harford County Regional Association of Student Councils.

The Board of Education appoints the Superintendent of Schools for a four year term. The Superintendent acts as the Executive Officer of the Board as well as Secretary and Treasurer. The Superintendent is responsible for the Administration of the Harford County Public School System which consists of:

33	Elementary Schools
9	Middle Schools
9	Comprehensive High Schools
1	Technical High School
1	John Archer public special education school serving students with disabilities
1	An Alternative Education Program
<u>54</u>	<u>Total Number of Schools</u>

### VISION:

Harford County is a community of learners where educating everyone takes everyone. We empower all students to contribute to a diverse, democratic, and change-oriented society. Our public schools, parents, public officials, businesses, community organizations, and citizens actively commit to educate all students to become caring, respectful, and responsible citizens.

### MISSION STATEMENT:

THE MISSION OF HARFORD COUNTY PUBLIC SCHOOLS IS TO FOSTER A QUALITY EDUCATIONAL SYSTEM THAT CHALLENGES STUDENTS TO DEVELOP KNOWLEDGE AND SKILLS, AND INSPIRE THEM TO BECOME LIFE-LONG LEARNERS AND GOOD CITIZENS.

### GOALS:

- Every student feels comfortable going to school
- Every student achieves personal and academic growth
- Every student benefits from accountable adults
- Every student connects with great employees
- Every student graduates ready to succeed

## HARFORD COUNTY BOARD OF EDUCATION

### FY 13 BOARD OF EDUCATION OPERATING FUNDING:

		FY 12 APPROVED BUDGET	FY 13 APPROVED BUDGET	\$ CHANGE
County		214,291,627	219,821,368	5,529,741
State	Unrestricted	201,731,181	197,018,533	(4,712,648)
Federal	Unrestricted	650,000	650,000	0
Other	Unrestricted	3,564,966	2,478,606	(1,086,360)
		<u>420,237,774</u>	<u>419,968,507</u>	<u>(269,267)</u>
Fund Balance		<u>8,553,443</u>	<u>7,800,000</u>	<u>(753,443)</u>
Total Unrestricted Funds		428,791,217	427,768,507	(1,022,710)
State	Restricted	7,323,807	7,842,311	518,504
Federal	Restricted	17,823,578	18,576,346	752,768
Other	Restricted	45,500	45,500	0
		<u>25,192,885</u>	<u>26,464,157</u>	<u>1,271,272</u>
Total Restricted Funds		25,192,885	26,464,157	1,271,272
<b>Total Funding</b>		<b><u>453,984,102</u></b>	<b><u>454,232,664</u></b>	<b><u>248,562</u></b>

### COUNTY FUNDING:

FY 12 ORIGINAL BUDGET	FY 13 APPROVED BUDGET	CHANGE
214,291,627	219,821,368	5,529,741

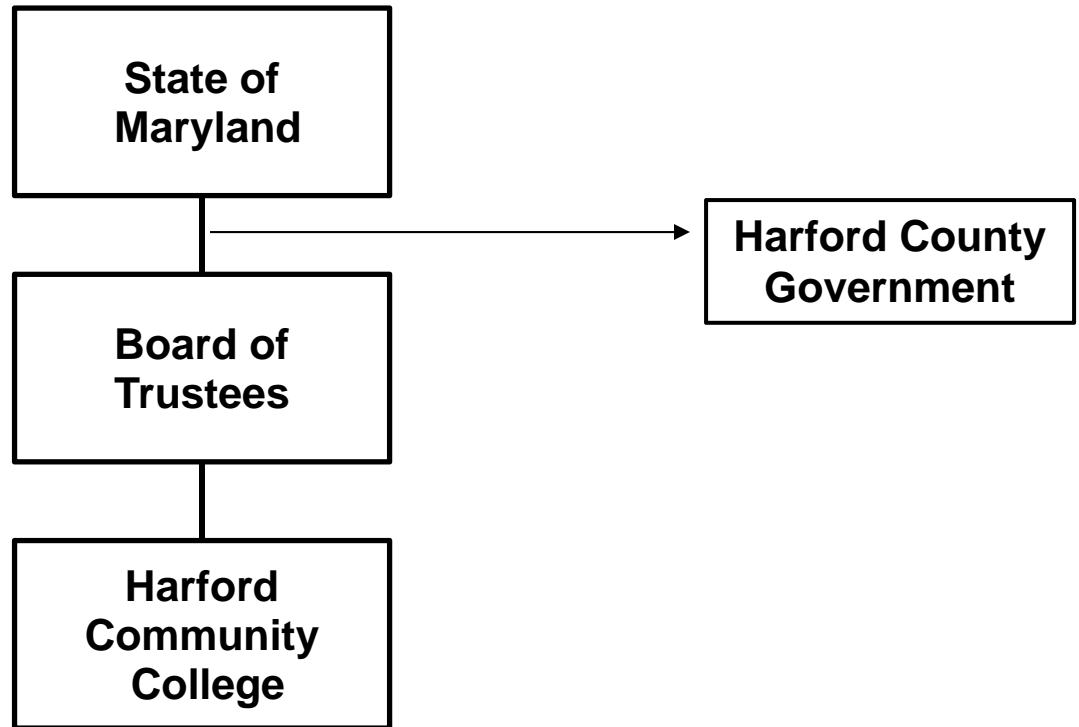
The FY 13 Maintenance of Effort level decreased as a result of lower enrollment. The required Maintenance of Effort level for FY 13 is \$213,339,616. Harford County funded \$952,011 over maintenance of effort. Pursuant to SB 1301-2012, funds are provided for the State mandated contribution to teacher pensions in the amount of \$5,529,741.

## HARFORD COUNTY BOARD OF EDUCATION

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
70	MISCELLANEOUS	<u>210,414,800</u>	<u>211,067,388</u>	<u>214,291,627</u>	<u>214,291,627</u>	<u>219,821,368</u>
	<b>GRAND TOTAL</b>	<b><u>210,414,800</u></b>	<b><u>211,067,388</u></b>	<b><u>214,291,627</u></b>	<b><u>214,291,627</u></b>	<b><u>219,821,368</u></b>
	<b><u>SUMMARY BY FUND:</u></b>					
11	GENERAL	<u>210,414,800</u>	<u>211,067,388</u>	<u>214,291,627</u>	<u>214,291,627</u>	<u>219,821,368</u>
	<b>GRAND TOTAL</b>	<b><u>210,414,800</u></b>	<b><u>211,067,388</u></b>	<b><u>214,291,627</u></b>	<b><u>214,291,627</u></b>	<b><u>219,821,368</u></b>
	<b><u>SUMMARY BY DIVISION:</u></b>					
541000	PUBLIC SCHOOLS	<u>210,414,800</u>	<u>211,067,388</u>	<u>214,291,627</u>	<u>214,291,627</u>	<u>219,821,368</u>
	<b>GRAND TOTAL</b>	<b><u>210,414,800</u></b>	<b><u>211,067,388</u></b>	<b><u>214,291,627</u></b>	<b><u>214,291,627</u></b>	<b><u>219,821,368</u></b>

# HARFORD COMMUNITY COLLEGE



# HARFORD COMMUNITY COLLEGE

## ORIGIN/PURPOSE:

Harford Community College, founded in 1957, is a comprehensive institution of higher education, addressing the diverse educational needs of Harford County and the surrounding area.

The College's mission provides transfer, career and developmental education programs and continuing education courses, per state statute. The College offers Associate of Arts, Associate of Science, Associate of Applied Science, and Associate in Applied Technical and Professional Studies degrees, as well as many certificate programs.

## MISSION STATEMENT:

HARFORD COMMUNITY COLLEGE PROVIDES HIGH QUALITY, ACCESSIBLE AND AFFORDABLE EDUCATIONAL OPPORTUNITIES AND SERVICES - INCLUDING UNIVERSITY TRANSFER, CAREER, DEVELOPMENTAL AND CONTINUING EDUCATION PROGRAMS - THAT PROMOTE PROFESSIONAL COMPETENCE, ECONOMIC DEVELOPMENT, AND IMPROVE THE QUALITY OF LIFE IN A MULTICULTURAL COMMUNITY.

## FY '12 - '13 KEY GOAL & OBJECTIVES

TO FULFILL THE MISSION AND VISION, HARFORD COMMUNITY COLLEGE IS COMMITTED TO DIVERSITY AND INTEGRITY, AND TO ACHIEVE INSTITUTIONAL OBJECTIVES AS IT BUILDS TRUST, RESPECT, AND CONFIDENCE AMONG AND BETWEEN TRUSTEES, COLLEAGUES, STUDENTS AND COMMUNITY MEMBERS.

- o To address the four-fold elements of the comprehensive community college
- o To address the recommendations of Middle States Accreditation
- o To expect the campus community to share the accountability for excellence in learning in all areas of instruction and services
- o To comply fully with Maryland Higher Education Commission (MHEC) regulations

## HARFORD COMMUNITY COLLEGE

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
70	MISCELLANEOUS	<u>15,939,806</u>	<u>14,512,764</u>	<u>14,961,612</u>	<u>14,961,612</u>	<u>14,961,612</u>
	<b>GRAND TOTAL</b>	<b><u>15,939,806</u></b>	<b><u>14,512,764</u></b>	<b><u>14,961,612</u></b>	<b><u>14,961,612</u></b>	<b><u>14,961,612</u></b>
	<b><u>SUMMARY BY FUND:</u></b>					
11	GENERAL	<u>15,939,806</u>	<u>14,512,764</u>	<u>14,961,612</u>	<u>14,961,612</u>	<u>14,961,612</u>
	<b>GRAND TOTAL</b>	<b><u>15,939,806</u></b>	<b><u>14,512,764</u></b>	<b><u>14,961,612</u></b>	<b><u>14,961,612</u></b>	<b><u>14,961,612</u></b>
	<b><u>SUMMARY BY DIVISION:</u></b>					
561000	HARFORD COMMUNITY COLLEGE	<u>15,939,806</u>	<u>14,512,764</u>	<u>14,961,612</u>	<u>14,961,612</u>	<u>14,961,612</u>
	<b>GRAND TOTAL</b>	<b><u>15,939,806</u></b>	<b><u>14,512,764</u></b>	<b><u>14,961,612</u></b>	<b><u>14,961,612</u></b>	<b><u>14,961,612</u></b>

### FINANCIAL NOTES:

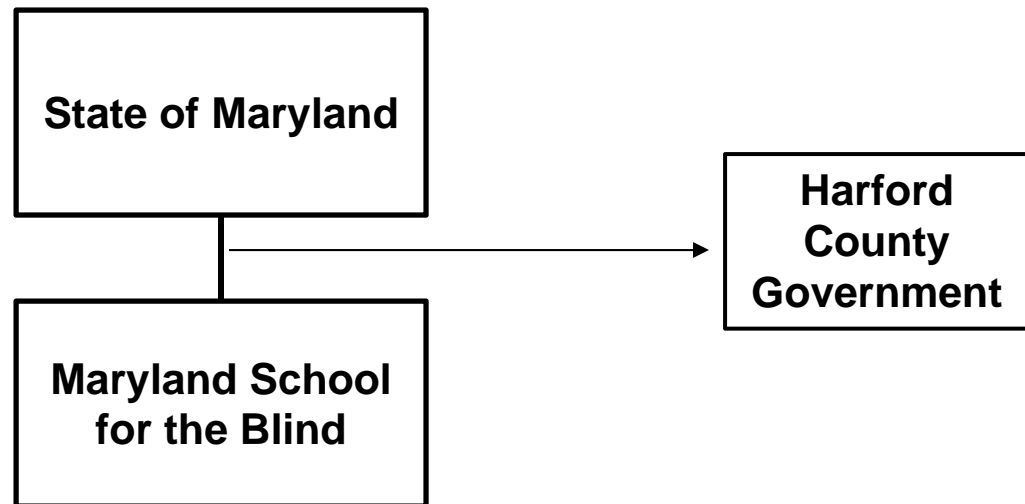
No increase in funds are provided to Harford Community College for FY 13.

	FY 12	FY 13	CHANGE
o	14,961,612	14,961,612	0 No change in funding



*Harford Community College  
Hays-Heighe House*

# MARYLAND SCHOOL FOR THE BLIND



# MARYLAND SCHOOL FOR THE BLIND

## ORIGIN/PURPOSE:

In 1853, the Maryland Institution for the Instruction of the Blind first opened its doors in downtown Baltimore. In 1868 the institution's name was changed to the Maryland School for the Blind. In 1908 the school moved to its present location in the Northeast corner of Baltimore City.

The school prides itself on treating the whole child and not just the disability. They provide instructional, residential, recreational, orientation, and mobility activities; plus health services, physical, speech and occupational therapies; and Braille instruction. They teach all of the basics, including math, reading, and science, in addition to the specialized services tailored to meet the needs of their students. A Drama Club, Boy Scouts, Arts & Crafts, and other activities are offered and students compete in swim meets, bowling, skiing, wrestling, and track.

Students who are "just" blind attend school in their local school districts where they learn in a classroom with their peers and remain close to their families and friends. Many of these students receive specialized support services from the Maryland School for the Blind.

More than 90% of the children served on campus have multiple disabilities and approximately 50% are classified as severely or profoundly disabled. Students from every county in Maryland stay on campus during the week.

## VISION:

The Maryland School for the Blind strives to be:

- the premier statewide resource for the specific educational and living skill needs of all individuals with visual impairment (particularly ages 0 - 21) in Maryland;
- the statewide training center for those who work or live with individuals with visual impairment;
- a model demonstration site for the education and employment of individuals with visual impairment.

## MISSION:

THE MARYLAND SCHOOL FOR THE BLIND EDUCATES CHILDREN AND YOUTH WITH VISUAL IMPAIRMENTS, INCLUDING THOSE WITH MULTIPLE DISABILITIES FOR FUNCTIONAL INDEPENDENCE

## MARYLAND SCHOOL FOR THE BLIND

### ALL FUND SUMMARY:

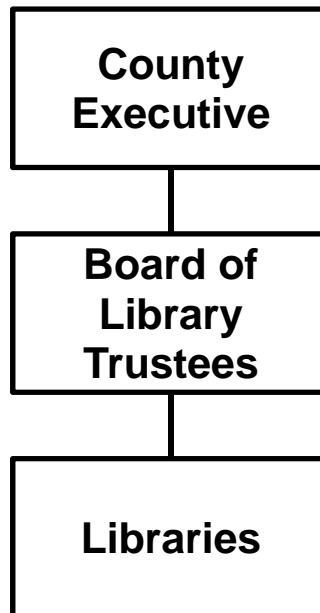
		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b>SUMMARY BY CHARACTER:</b>					
70	MISCELLANEOUS	64,512	66,340	71,250	71,250	80,000
	<b>GRAND TOTAL</b>	<b>64,512</b>	<b>66,340</b>	<b>71,250</b>	<b>71,250</b>	<b>80,000</b>
	<b><u>SUMMARY BY FUND:</u></b>					
11	GENERAL	64,512	66,340	71,250	71,250	80,000
	<b>GRAND TOTAL</b>	<b>64,512</b>	<b>66,340</b>	<b>71,250</b>	<b>71,250</b>	<b>80,000</b>
	<b><u>SUMMARY BY DIVISION:</u></b>					
571000	MARYLAND SCHOOL FOR THE BLIND	<b>64,512</b>	<b>66,340</b>	<b>71,250</b>	<b>71,250</b>	<b>80,000</b>

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	71,250	80,000	8,750	<p>The Education Article of the Annotated Code of Maryland, Section 8-310 had required each Maryland county to pay the Maryland School for the Blind \$200 a year for each blind child who is sent to the school from that county. Effective July 1, 2004, an amendment now requires each county to pay an amount, for each child sent to the school, equal to the local share of the basic cost of educating a student in that county.</p> <p>The basic local share of the cost to educate a child in Harford County will change from year to year. Harford County will be billed twice a year by the School for half of the tuition each time.</p> <p>Additional funds provided in FY 13 due to increased enrollment and tuition costs increase.</p>

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# **LIBRARIES**



## LIBRARIES

### ORIGIN/PURPOSE:

The mission of the Harford County Public Library (HCPL) system is to provide efficient and convenient service to the residents of Harford County. The seven member Board of Library Trustees, representing all areas of the County, is appointed by the County Executive and confirmed by the County Council to overlapping five-year terms. The Board operates under the Laws of Maryland, Title 23, and Harford County Code, Article XXI, Bill No. 81-68 and as amended by Bill No. 97-17.

The library system currently maintains eleven service outlets and one administrative and support services building.

### MISSION STATEMENT:

TO BE THE PREMIER LIBRARY SYSTEM, RECOGNIZED FOR DELIVERING INNOVATIVE SERVICES. PROVIDING ACCESS TO INFORMATION AND PROMOTING THE LOVE OF READING WITHIN THE COMMUNITY.

### FY '12 - '13 KEY GOALS AND OBJECTIVES:

TO HAVE A CULTURE WHERE INNOVATION IS THE NORM

- o Decrease cultural barriers to innovation
- o Increase the number of innovative internal methods and practices
- o Increase the number of innovation customer-focused programs and services

TO PROVIDE CUSTOMIZED SERVICES TO TARGETED AUDIENCES IN THE COMMUNITY

- o Increase support to school-aged children and teens
- o Improve library service to populations new to Harford County
- o Enhance the services we provide to our online community
- o Increase library access and resources for commuters

## LIBRARIES

### FY '12 - '13 KEY GOALS AND OBJECTIVES CONT'D:

#### TO USE ADVOCACY, PARTNERSHIPS, AND FUNDRAISING INITIATIVES TO INCREASE RESOURCES IN SUPPORT OF INNOVATIVE STRATEGIES

- o Increase key decision makers' level of understanding about Library initiatives and issues
- o Increase contributions to the Library from business partners within the community
- o Improve cooperation between the Library and HCPL Foundation to support fundraising efforts
- o Improve collaboration among HCPL Foundation, Friends groups, and the Library to support Friends efforts
- o Increase funding to support strategic objectives

#### TO MEET CUSTOMER TECHNOLOGY NEEDS BY PROVIDING THE LATEST TECHNOLOGY AND TRAINING

- o Increase understanding of library customers' technology needs
- o Increase the library's knowledge and use of innovative technologies
- o Increase organization's effectiveness in training staff in new and existing technologies
- o Increase customer usage of new and existing technologies

#### TO HELP THE COMMUNITY UNDERSTAND AND VALUE THE INNOVATIVE SERVICES PROVIDED BY HCPL

- o Increase in-house understanding of Marketing's role as an integral part of library service delivery
- o Increase advertising, publicity, and promotional efforts for library main events and improve library positioning in the community
- o Improve the quality of HCPL marketing materials
- o Increase funding for marketing

## LIBRARIES

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
20	CONTRACTUAL SERVICES	0	0	0	22,477	22,477
70	MISCELLANEOUS	15,312,147	15,112,147	15,512,147	15,512,147	15,612,147
	<b>GRAND TOTAL</b>	<b>15,312,147</b>	<b>15,112,147</b>	<b>15,512,147</b>	<b>15,534,624</b>	<b>15,634,624</b>
<b><u>SUMMARY BY FUND:</u></b>						
11	GENERAL	15,312,147	15,112,147	15,512,147	15,534,624	15,634,624
	<b>GRAND TOTAL</b>	<b>15,312,147</b>	<b>15,112,147</b>	<b>15,512,147</b>	<b>15,534,624</b>	<b>15,634,624</b>
<b><u>SUMMARY BY DIVISION:</u></b>						
581000	COUNTY LIBRARIES	15,312,147	15,112,147	15,512,147	15,534,624	15,634,624
	<b>GRAND TOTAL</b>	<b>15,312,147</b>	<b>15,112,147</b>	<b>15,512,147</b>	<b>15,534,624</b>	<b>15,634,624</b>

### FINANCIAL NOTES:

The \$122,477 net increase in funding for Libraries is the net result of:

	FY 12	FY 13	CHANGE	
o	0	22,477	22,477	These funds provide for self-insurance (auto, general and property) which has not been funded the past several years.
o	15,512,147	15,612,147	100,000	Payments to Other Gov't Agencies - additional funds of \$100,000 added by Amendment #32 to provide for three library branches to open on Sundays from October through April.

## HARFORD COUNTY PUBLIC LIBRARY OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To be a premier library system, recognized for delivering innovative services.

### **Department Objective**

To provide access to information and promote the love of reading within the community.

### **County Goal(s) Supported**

II. Education

VI. Quality Living

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$16,135,917	\$15,312,147	\$15,112,147	\$15,512,147	\$15,534,624
Volunteer hours	24,023	30,393	34,758	34,000	35,000
<b><u>Output:</u></b>					
Number of customer visits	1,789,341	1,635,011	1,994,495	2,024,412	2,064,900
Total circulation	4,851,373	4,699,033	4,814,696	4,886,916	4,960,220
Information requests from customers answered	642,896	587,656	572,271	583,716	589,553
Program Attendance	154,011	156,269	165,290	170,249	175,356
<b><u>Outcome:</u></b>					
Increase in customer visits over previous year	7.4%	(8.6%)	22.0%	1.5%	2.0%
Increase in circulation	8.6%	(3/1%)	2.5%	1.5%	1.5%
Increase in information requests	10.8%	(8.6%)	(2.6%)	2.0%	1.0%
Increase in Program Attendance	N/A	1.5%	5.8%	3.0%	3.0%

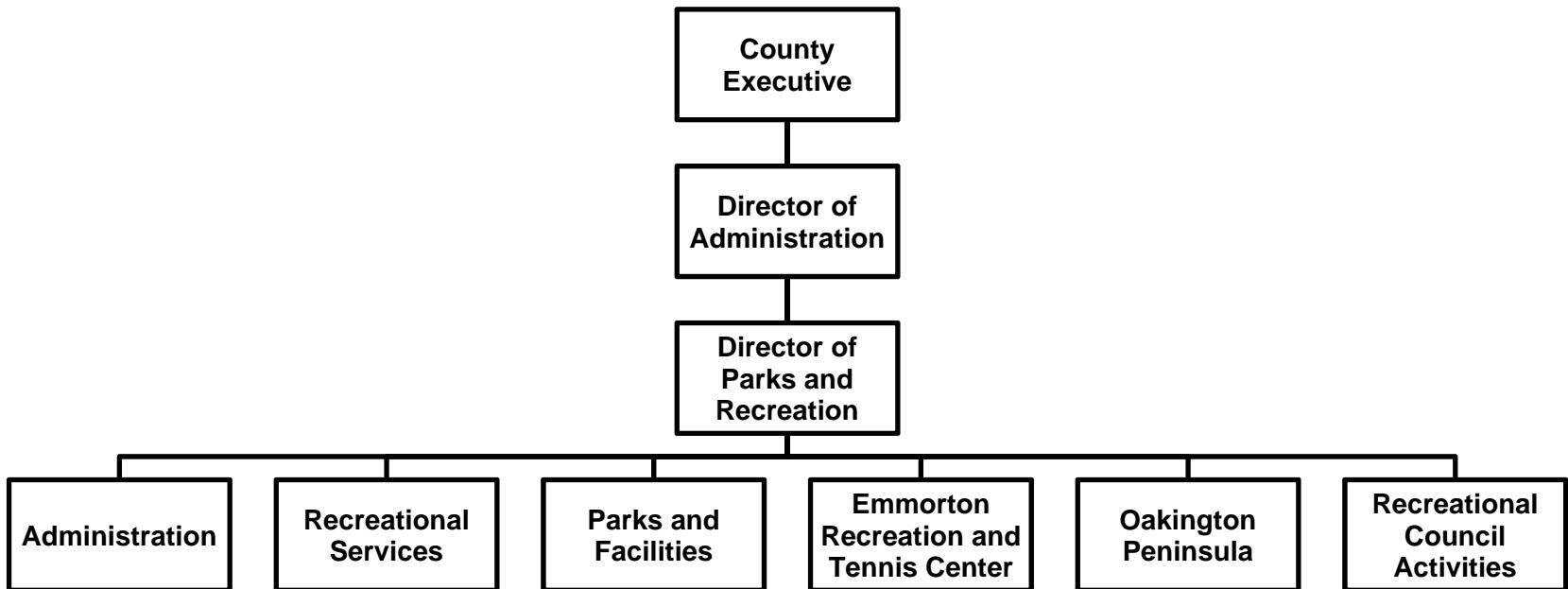
### **Major Related Plans and Policies**

Harford County Library Annual Report



*Havre de Grace Library*

# DEPARTMENT OF PARKS AND RECREATION



## PARKS AND RECREATION

### ORIGIN/PURPOSE:

The Department of Parks and Recreation was formed under Harford County Charter, Article IV, Section 402 (Amended by Bill No. 88-35), Section 409 and 410.

Parks & Recreation is divided into four primary areas of responsibility: **Administration, Facilities & Operations, Recreational Services, and Capital**

**Planning & Development.** These areas are responsible for operating and maintaining park facilities, preserving open space, and offering a variety of leisure opportunities and activities for the County's young, adult, and disabled residents. To accomplish these tasks, the Department seeks and receives input and assistance through its appointed Advisory Board and interested volunteers serving on 21 Recreation Councils. As a means of maximizing the use of public funds, joint-use agreements with Harford County Public Schools enable the Department to utilize indoor and outdoor school facilities for after school and weekend programs.

The partnerships created by these agreements prove essential as recreation needs are demonstrated and accommodated.

The Governmental Accounting Standards Board (GASB) is the authority that sets consistent accounting standards for state and local government. In order to comply with GASB Statement #34, legislation was passed by the Harford County Council in 2001 to establish a Parks and Recreation Special Revenue Fund to measure and report costs for certain activities provided by the Department where fees are charged. The following Parks and Recreation accounts manage recreation/leisure services that qualifies under this Fund: Emmorton Tennis and Recreation Center, Oakington Peninsula, and Recreational Council Special Activities.

### MISSION STATEMENT:

TO ENHANCE THE LIVES OF ALL OUR CITIZENS BY PROVIDING A DIVERSIFIED MENU OF LEISURE OPPORTUNITIES; TO ACQUIRE AND PROTECT COUNTY OPEN SPACE; TO DEVELOP, OPERATE, AND MANAGE ADEQUATE PUBLIC RECREATION FACILITIES; AND TO ADHERE TO A STRONG ENVIRONMENTAL ETHIC

### FY '12 - '13 KEY GOALS:

- 1 TO PROVIDE FOR BURGEONING RECREATION NEEDS WITHIN THE DEVELOPMENT ENVELOPE AS WELL AS COUNTY-WIDE
- 2 TO BE RECEPTIVE TO THE INDIVIDUAL AND COLLECTIVE LEISURE NEEDS OF OUR COMMUNITIES
- 3 TO PERFORM TIMELY AND COST EFFECTIVE MAINTENANCE OF GROUNDS AND BUILDINGS WHICH SATISFIES THE NEEDS OF OUR PARK USERS AND RECREATION COUNCIL PROGRAMS
- 4 TO OPERATE MULTIFUNCTIONAL LEISURE FACILITIES WITH REVENUE PRODUCING COMPONENTS
- 5 TO IMPLEMENT A MANAGEMENT AND OPERATIONS PLAN FOR OAKINGTON PENINSULA WHICH SUPPORTS AND ENHANCES THE FACILITY

## PARKS AND RECREATION

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	7,489,412	7,797,519	7,929,689	7,717,308	7,717,308
20	CONTRACTUAL SERVICES	1,307,016	1,209,400	1,479,076	1,735,085	1,735,085
30	SUPPLIES & MATERIALS	466,005	403,006	479,915	627,110	627,110
40	BUSINESS & TRAVEL	339,700	374,506	346,950	360,170	360,170
50	CAPITAL OUTLAY	35,651	52,291	26,500	27,500	27,500
70	MISCELLANEOUS	72,731	70,438	80,438	80,438	169,438
80	INTER-GOV'T/INTERFUND EXPENSES	12,161	17,921	200	200	200
	<b>GRAND TOTAL</b>	<b>9,722,676</b>	<b>9,925,081</b>	<b>10,342,768</b>	<b>10,547,811</b>	<b>10,636,811</b>

### **SUMMARY BY FUND:**

11	GENERAL	9,034,352	9,248,942	9,492,032	9,658,344	9,747,344
26	PARKS AND RECREATION	688,324	676,139	850,736	889,467	889,467
	<b>GRAND TOTAL</b>	<b>9,722,676</b>	<b>9,925,081</b>	<b>10,342,768</b>	<b>10,547,811</b>	<b>10,636,811</b>

### **SUMMARY BY DIVISION:**

#### **GENERAL FUND:**

591000	ADMINISTRATION	753,740	810,405	767,883	723,933	812,933
593000	RECREATIONAL SERVICES	2,545,659	2,712,926	2,669,653	2,768,182	2,768,182
595000	PARKS & FACILITIES	5,734,953	5,725,611	6,054,496	6,166,229	6,166,229

#### **PARKS AND RECREATION FUND:**

593002	EMMORTON RECREATION & TENNIS CENTER	273,778	276,348	301,073	325,778	325,778
593003	OAKINGTON PENINSULA	264,107	224,111	364,560	372,763	372,763
593004	RECREATIONAL COUNCIL ACTIVITIES	150,439	175,680	185,103	190,926	190,926
	<b>GRAND TOTAL</b>	<b>9,722,676</b>	<b>9,925,081</b>	<b>10,342,768</b>	<b>10,547,811</b>	<b>10,636,811</b>

### **SUMMARY OF GRANT BUDGETS**

**44,038**

**STAFF SUMMARY**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>PARKS AND RECREATION - GENERAL FUND</u></b>						
Administrative Assistant I	9.00	449,090	9.00	455,817	3.00	131,558
Administrative Assistant II	4.00	220,762	5.00	243,937	11.00	570,334
Administrative Secretary II	1.00	62,167	1.00	62,167	1.00	62,167
Administrative Specialist II	1.00	61,339	1.00	61,339	1.00	61,339
Chief of Parks and Facilities	1.00	0	1.00	0	1.00	0
Chief of Parks and Recreation	1.00	104,624	1.00	104,624	1.00	104,624
Civil Engineer III	1.00	86,167	1.00	86,167	1.00	86,167
Crew Chief	3.00	152,236	3.00	152,236	3.00	150,475
Crew Leader I	7.00	265,289	7.00	265,823	7.00	265,232
Crew Leader II	1.00	47,101	1.00	47,101	1.00	47,101
Custodial Worker II	12.00	402,235	13.00	450,276	13.00	449,066
Director, Parks and Recreation	1.00	115,000	1.00	115,000	1.00	115,000
Engineering Associate V	1.00	67,080	1.00	67,080	1.00	67,080
Maintenance Mechanic I	2.00	77,039	2.00	77,039	2.00	77,039
Maintenance Mechanic II	3.00	166,962	3.00	166,962	3.00	166,962
Maintenance Worker I	11.00	298,526	11.00	323,347	11.00	323,822
Maintenance Worker II	9.00	287,458	9.00	255,402	9.00	255,402
Maintenance Supervisor	2.00	137,995	2.00	137,995	2.00	137,995
Management Assistant II	1.00	65,000	1.00	60,340	1.00	60,340
Park Building Maintenance Worker	5.00	178,191	5.00	178,191	5.00	178,191
Planner III	1.00	61,829	1.00	61,829	1.00	61,829
Recreation Specialist I	0.00	0	0.00	0	1.00	34,320
Recreation Specialist III	5.00	240,732	3.00	144,066	4.00	191,466
Recreation Specialist IV	1.00	52,800	1.00	52,800	1.00	52,800
Recreation Specialist V	11.00	831,841	12.50	901,489	12.50	901,489
Secretary I	1.00	37,930	0.00	0	0.00	0
Utility Worker I	3.00	153,646	3.00	153,646	3.00	153,646
Utility Worker II	1.00	46,500	1.00	46,500	1.00	46,500
<b>FULL-TIME SALARIES</b>	99.00	4,669,539	99.50	4,671,173	101.50	4,751,944
<b>SALARY OFFSET</b>		(29,545)		(29,545)		(28,850)
<b>TOTAL FULL-TIME SALARIES</b>	99.00	4,639,994	99.50	4,641,628	101.50	4,723,094

**STAFF SUMMARY**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b><u>PARKS AND RECREATION - GENERAL FUND (CONT'D)</u></b>						
<b>PART-TIME SALARIES</b>						
Custodial Worker II	3.00	85,453	2.50	55,742	2.50	55,742
<b>TOTAL PART-TIME SALARIES</b>	3.00	85,453	2.50	55,742	2.50	55,742
<b>TEMPORARY SALARIES</b>		236,226		221,751		275,738
<b>TOTAL 27TH PAY</b>		0		227,770		0
<b>SUB-TOTAL P &amp; R - GENERAL</b>	<b>102.00</b>	<b>4,961,673</b>	<b>102.00</b>	<b>5,146,891</b>	<b>104.00</b>	<b>5,054,574</b>
 <b><u>PARKS AND RECREATION - SPECIAL REVENUE FUND</u></b>						
Community Resources Coordinator	1.00	58,335	1.00	58,335	1.00	58,335
Custodial Worker II	1.00	37,953	1.00	37,953	1.00	37,953
Recreation Specialist V	0.00	0	0.50	45,752	0.50	45,752
<b>TOTAL FULL-TIME SALARIES</b>	2.00	96,288	2.50	142,040	2.50	142,040
<b>TEMPORARY SALARIES</b>		193,966		178,202		180,637
<b>TOTAL 27TH PAY</b>		0		14,281		0
<b>SUB-TOTAL P &amp; R - SPECIAL REV FUND</b>	<b>2.00</b>	<b>290,254</b>	<b>2.50</b>	<b>334,523</b>	<b>2.50</b>	<b>322,677</b>

**STAFF SUMMARY**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		411,407		637,559		466,492
Workers' Compensation		172,711		125,668		148,227
Health Benefits		1,081,989		1,196,013		1,221,481
Overtime & Shift Differential		75,012		68,797		72,558
FICA		407,387		405,462		416,249
Miscellaneous		14,916		14,776		15,050
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>2,163,422</b>		<b>2,448,275</b>		<b>2,340,057</b>

<b><u>PARKS AND RECREATION TOTALS</u></b>						
<b>TOTAL FULL-TIME SALARIES</b>	101.00	4,736,282	102.00	4,783,668	104.00	4,865,134
<b>TOTAL PART-TIME SALARIES</b>	3.00	85,453	2.50	55,742	2.50	55,742
<b>TOTAL TEMPORARY SALARIES</b>		430,192		399,953		456,375
<b>TOTAL OTHER PERSONAL SERVICES</b>		2,163,422		2,448,275		2,340,057
<b>TOTAL 27TH PAY</b>		0		242,051		0
<b>PARKS &amp; RECREATION SALARY TOTAL</b>	<b>104.00</b>	<b>7,415,349 *</b>	<b>104.50</b>	<b>7,929,689</b>	<b>106.50</b>	<b>7,717,308</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## PARKS AND RECREATION

### GENERAL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	7,091,946	7,441,598	7,461,570	7,263,116	7,263,116
20	CONTRACTUAL SERVICES	1,069,807	957,947	1,185,934	1,391,540	1,391,540
30	SUPPLIES & MATERIALS	415,379	353,720	420,175	567,045	567,045
40	BUSINESS & TRAVEL	336,677	371,136	343,715	356,005	356,005
50	CAPITAL OUTLAY	35,651	36,182	0	0	0
70	MISCELLANEOUS	72,731	70,438	80,438	80,438	169,438
80	INTER-GOV'T/INTER-FUND EXPENSES	12,161	17,921	200	200	200
	<b>GRAND TOTAL</b>	<b>9,034,352</b>	<b>9,248,942</b>	<b>9,492,032</b>	<b>9,658,344</b>	<b>9,747,344</b>

### **SUMMARY BY FUND:**

11	GENERAL	9,034,352	9,248,942	9,492,032	9,658,344	9,747,344
	<b>GRAND TOTAL</b>	<b>9,034,352</b>	<b>9,248,942</b>	<b>9,492,032</b>	<b>9,658,344</b>	<b>9,747,344</b>

### **SUMMARY BY DIVISION:**

591000	ADMINISTRATION	753,740	810,405	767,883	723,933	812,933
593000	RECREATIONAL SERVICES	2,545,659	2,712,926	2,669,653	2,768,182	2,768,182
595000	PARKS & FACILITIES	5,734,953	5,725,611	6,054,496	6,166,229	6,166,229
	<b>GRAND TOTAL</b>	<b>9,034,352</b>	<b>9,248,942</b>	<b>9,492,032</b>	<b>9,658,344</b>	<b>9,747,344</b>

### **SUMMARY OF GRANT BUDGETS**

**44,038**

**DEPARTMENT STAFF SUMMARY**

**PARKS AND RECREATION - GENERAL FUND**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	9.00	449,090	9.00	455,817	3.00	131,558
Administrative Assistant II	4.00	220,762	5.00	243,937	11.00	570,334
Administrative Secretary II	1.00	62,167	1.00	62,167	1.00	62,167
Administrative Specialist II	1.00	61,339	1.00	61,339	1.00	61,339
Chief of Parks and Facilities	1.00	0	1.00	0	1.00	0
Chief of Parks and Recreation	1.00	104,624	1.00	104,624	1.00	104,624
Civil Engineer III	1.00	86,167	1.00	86,167	1.00	86,167
Crew Chief	3.00	152,236	3.00	152,236	3.00	150,475
Crew Leader I	7.00	265,289	7.00	265,823	7.00	265,232
Crew Leader II	1.00	47,101	1.00	47,101	1.00	47,101
Custodial Worker II	12.00	402,235	13.00	450,276	13.00	449,066
Director, Parks and Recreation	1.00	115,000	1.00	115,000	1.00	115,000
Engineering Associate V	1.00	67,080	1.00	67,080	1.00	67,080
Maintenance Mechanic I	2.00	77,039	2.00	77,039	2.00	77,039
Maintenance Mechanic II	3.00	166,962	3.00	166,962	3.00	166,962
Maintenance Worker I	11.00	298,526	11.00	323,347	11.00	323,822
Maintenance Worker II	9.00	287,458	9.00	255,402	9.00	255,402
Maintenance Supervisor	2.00	137,995	2.00	137,995	2.00	137,995
Management Assistant II	1.00	65,000	1.00	60,340	1.00	60,340
Park Building Maintenance Worker	5.00	178,191	5.00	178,191	5.00	178,191
Planner III	1.00	61,829	1.00	61,829	1.00	61,829
Recreation Specialist I	0.00	0	0.00	0	1.00	34,320
Recreation Specialist III	5.00	240,732	3.00	144,066	4.00	191,466
Recreation Specialist IV	1.00	52,800	1.00	52,800	1.00	52,800
Recreation Specialist V	11.00	831,841	12.50	901,489	12.50	901,489
Secretary I	1.00	37,930	0.00	0	0.00	0
Utility Worker I	3.00	153,646	3.00	153,646	3.00	153,646
Utility Worker II	1.00	46,500	1.00	46,500	1.00	46,500
<b>FULL-TIME SALARIES</b>	99.00	4,669,539	99.50	4,671,173	101.50	4,751,944
<b>SALARY OFFSET</b>		(29,545)		(29,545)		(28,850)
<b>TOTAL FULL-TIME SALARIES</b>	99.00	4,639,994	99.50	4,641,628	101.50	4,723,094

# DEPARTMENT STAFF SUMMARY

## PARKS AND RECREATION - GENERAL FUND

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>PART-TIME SALARIES</b>						
Custodial Worker II	3.00	85,453	2.50	55,742	2.50	55,742
<b>TOTAL PART-TIME SALARIES</b>	3.00	85,453	2.50	55,742	2.50	55,742
<b>TEMPORARY SALARIES</b>		236,226		221,751		275,738
<b>SALARY TOTAL</b>	<b>102.00</b>	<b>4,961,673</b>	<b>102.00</b>	<b>4,919,121</b>	<b>104.00</b>	<b>5,054,574</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		398,888		613,324		444,936
Workers' Compensation		169,444		121,857		143,831
Health Benefits		1,031,527		1,130,412		1,156,428
Overtime & Shift Differential		54,147		54,932		58,443
FICA		383,586		380,008		390,484
Miscellaneous		14,496		14,146		14,420
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>2,052,088</b>		<b>2,314,679</b>		<b>2,208,542</b>
<b>TOTAL 27TH PAY</b>		0		227,770		0
<b>TOTAL PERSONAL SERVICES</b>	<b>102.00</b>	<b>7,013,761 *</b>	<b>102.00</b>	<b>7,461,570</b>	<b>104.00</b>	<b>7,263,116</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: PARKS AND RECREATION**

**DIVISION: Administration**

**INDEX: 591000**

**ORIGIN/PURPOSE:**

The Office of the Director, with advice and counsel from staff and Advisory Board, establishes and interprets policy and provide support services for the various divisions within the department.

These services include budget management, purchasing, personnel, coordination of departmental and divisional activities, and networking at the administrative level with other State and County agencies, community groups, and elected officials.

**FY '12 - '13 GOAL:**

1 TO PROVIDE FOR BURGEONING RECREATION NEEDS WITHIN THE DEVELOPMENT ENVELOPE AS WELL AS COUNTY-WIDE

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	734,103	789,845	748,433	704,483	704,483
20	CONTRACTUAL SERVICES	14,551	13,879	12,800	13,335	13,335
30	SUPPLIES & MATERIALS	2,442	3,293	2,425	2,240	2,240
40	BUSINESS & TRAVEL	2,644	2,903	4,225	3,875	3,875
50	CAPITAL OUTLAY	0	485	0	0	0
70	MISCELLANEOUS	0	0	0	0	89,000
	<b>GRAND TOTAL</b>	<b>753,740</b>	<b>810,405</b>	<b>767,883</b>	<b>723,933</b>	<b>812,933</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	<b>753,740</b>	<b>810,405</b>	<b>767,883</b>	<b>723,933</b>	<b>812,933</b>

**DEPARTMENT: PARKS AND RECREATION****DIVISION: Administration****INDEX: 591000****FINANCIAL NOTES:**

The \$45,050 net increase in funding for Parks & Recreation - Administration is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	24,669	0	(24,669) One-Time FY 12 funds provided for 27th pay
o	537,464	535,949	(1,515) Full Time Salaries
		(1,515) Staff Turnover	(0.28%)
o	76,419	73,102	(3,317) Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	63,304	48,235	(15,069) Pension/Retirement rate adjustments per Treasury's estimates
o	4,849	5,585	736 Workers' Compensation rate adjustments per Treasury's estimates
o	40,608	40,492	(116) FICA adjustments
o	10,145	9,290	(855) Line items significantly adjusted, based on actual expense history or state of the economy:
	FY 12	FY 13	Change
	6,645	6,400	(245) Telephone Service
	500	265	(235) General Office Mailing
	2,500	2,000	(500) Mileage
	500	625	125 Membership Fees
	<u>10,145</u>	<u>9,290</u>	<u>(855)</u>
o	5,720	6,500	780 Office Equipment - increase for upgrade of copier @ Tollgate Office
o	0	89,000	89,000 Grants & Contributions - for Cedar Lane Sports Foundation per Amendment #25

# DIVISION STAFF SUMMARY

DEPARTMENT: PARKS AND RECREATION - GENERAL FUND  
DIVISION: ADMINISTRATION

Index No. 591000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant II	3.00	166,576	3.00	152,451	3.00	150,936
Administrative Secretary II	1.00	62,167	1.00	62,167	1.00	62,167
Administrative Specialist II	1.00	61,339	1.00	61,339	1.00	61,339
Civil Engineer III	1.00	86,167	1.00	86,167	1.00	86,167
Director, Parks and Recreation	1.00	115,000	1.00	115,000	1.00	115,000
Management Assistant II	1.00	65,000	1.00	60,340	1.00	60,340
<b>SALARY TOTAL</b>	<b>8.00</b>	<b>556,249</b>	<b>8.00</b>	<b>537,464</b>	<b>8.00</b>	<b>535,949</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		45,612		63,304		48,235
Workers' Compensation		6,769		4,849		5,585
Health Benefits		77,423		76,419		73,102
FICA		42,045		40,608		40,492
Miscellaneous		1,120		1,120		1,120
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>172,969</b>		<b>186,300</b>		<b>168,534</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>24,669</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>8.00</b>	<b>729,218</b>	<b>8.00</b>	<b>748,433</b>	<b>8.00</b>	<b>704,483</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## DEPARTMENT OF PARKS AND RECREATION - ADMINISTRATION

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To provide for burgeoning recreation needs within the development envelope as well as county-wide.

#### **Department Objective**

To acquire large parcels of open space along the outskirts of the development envelope where land is more readily available and less expensive to purchase. Design and develop regional multi-purpose facilities to meet the leisure needs of multiple recreation councils in a more efficient manner.

#### **County Goal(s) Supported**

VI. Quality Living

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$750,000	\$14,366	\$545,000	\$5,200,000	\$1,115,000
Number of staff	3	3	2	2	2
<b><u>Output:</u></b>					
Number of open space acquisitions for future regional facilities	0	0	0	0	1
Number of acres of future regional facilities	0	0	0	0	51
<b><u>Efficiency:</u></b>					
Cost of sites for future regional facilities	\$500,000	\$0	\$0	\$0	\$500,000
<b><u>Service Quality:</u></b>					
Degree to which acquired land addresses expressed needs.	-	-	-	-	High
<b><u>Outcome:</u></b>					
Number of sites suitable for regional facilities.	0	0	0	0	1

**Explanation and Analysis of Performance Measures** Lack of sufficient open space within the development envelope has made it necessary to explore alternatives outside or on the limits of the envelope in order to design and construct multi-purpose regional facilities which will more efficiently address Community and County leisure needs.

**Major Related Plans and Policies** Master Plan; Expressed needs of Recreation Councils; calculations of facility deficiencies; 2005 Land Preservation, Parks and Recreation plan.

**DEPARTMENT: PARKS AND RECREATION**

**DIVISION: Recreational Services**

**INDEX: 593000**

**ORIGIN/PURPOSE:**

The Recreational Services Division initiates and promotes leisure time activities for all County residents. To assist in this effort, community-based volunteer support is solicited through recreation councils and various countywide organizations. In addition to managing and programming County-owned facilities, the Division works in cooperation with Harford County Public Schools to maximize the use of school based community centers while maintaining and providing leisure activities at an affordable level.

**FY '12 - '13 GOAL:**

2 TO BE RECEPTIVE TO THE INDIVIDUAL AND COLLECTIVE LEISURE NEEDS OF OUR COMMUNITIES

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	2,352,869	2,534,765	2,465,232	2,559,094	2,559,094
20	CONTRACTUAL SERVICES	68,684	61,123	74,308	74,675	74,675
30	SUPPLIES & MATERIALS	37,689	22,461	40,450	40,550	40,550
40	BUSINESS & TRAVEL	13,994	22,233	19,225	23,425	23,425
50	CAPITAL OUTLAY	0	1,906	0	0	0
70	MISCELLANEOUS	72,423	70,438	70,438	70,438	70,438
	<b>GRAND TOTAL</b>	<b>2,545,659</b>	<b>2,712,926</b>	<b>2,669,653</b>	<b>2,768,182</b>	<b>2,768,182</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	<b>2,545,659</b>	<b>2,712,926</b>	<b>2,669,653</b>	<b>2,768,182</b>	<b>2,768,182</b>

**DEPARTMENT: PARKS AND RECREATION****DIVISION: Recreational Services****INDEX: 593000****FINANCIAL NOTES:**

The \$98,529 net increase in funding for Parks & Recreation - Recreational Services is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	78,104	0	(78,104)	One-time FY 12 funds provided for 27th pay
o	1,629,251	1,626,089	(3,162)	Full Time Salaries
			695	Offset - less offset available for Recreation Specialist V which is offset 50% by Leight Park Grant
			9,729	Salary Adjustments based on recommendation of the Dept of Human Resources
			(13,586)	Staff Turnover
			<u>(3,162)</u>	<u>(.83%)</u>
o	57,773	111,760	53,987	Temporary Salaries - increase for pool assistants for the Forest Hill/Hickory Activity Center +\$58,560 offset slightly for Edgewood Recreation & Community Center programming and Park Naturalists (\$4,573)
o	314,791	334,013	19,222	Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	214,617	155,097	(59,520)	Pension/Retirement rate adjustments per Treasury's estimates
o	37,992	45,337	7,345	Workers' Compensation rate adjustments per Treasury's estimates
o	0	3,744	3,744	Shift Differential for pool assistants
o	129,058	133,079	4,021	FICA adjustments
o	10,000	15,000	5,000	Office Equipment - increase for ten upgraded copier rentals to allow printing and scanning capabilities

**DEPARTMENT: PARKS AND RECREATION****DIVISION: Recreational Services****INDEX: 593000****FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o		70,993	70,993	Position transferred from County Council - County Council Office 401000:
				# of positions      Salary      Fringe      Total
				1.0      48,110      22,883      70,993      Administrative Assistant II
o		75,342	75,342	New permanent full-time position created for the Forest Hill/Hickory Activity Center:
				# of positions      Salary      Fringe      Total
				1.0      47,400      27,942      75,342      Recreation Specialist III
o	74,708	71,075	(3,633)	Line items significantly adjusted, based on actual expense history:
				FY 12      FY 13      Change
				51,888      45,275      (6,613)      Telephone Service
				3,520      5,500      1,980      Other Contractual Services
				8,000      7,000      (1,000)      Duplicating Machine Supplies
				1,200      1,000      (200)      Other Food Supplies
				4,500      7,000      2,500      County Owned Vehicles
				3,000      3,600      600      Fuel Charges
				1,300      1,700      400      Non-Targeted Charges - FVS
				1,300      0      (1,300)      Lodging
				<u>74,708</u> <u>71,075</u> <u>(3,633)</u>
o		3,300	3,300	Line items adjusted for the operating expense of the Forest Hill/Hickory Activity Center pool:
				300      General Office Supplies
				300      Uniforms Purchase
				200      Recreation Supplies
				500      Other Supplies & Materials
				<u>2,000</u> Training Seminars
				<u>3,300</u>

**DEPARTMENT: PARKS AND RECREATION**

**DIVISION: Recreational Services**

**INDEX: 593000**

**FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	70,438	70,438	0	Miscellaneous
	FY 12	FY 13	Change	
	26,400	26,400	0	Recreation fees for disadvantaged children and John Archer evening recreation program
	44,038	44,038	0	John Archer After School Child Care and summer camp
	<u>70,438</u>	<u>70,438</u>	<u>0</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: PARKS AND RECREATION - GENERAL FUND  
DIVISION: RECREATIONAL SERVICES

Index No. 593000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	8.00	415,990	9.00	455,817	2.00	83,652
Administrative Assistant II	0.00	0	0.00	0	7.00	382,098 A
Chief of Parks and Recreation	1.00	104,624	1.00	104,624	1.00	104,624
Recreation Specialist I	0.00	0	0.00	0	1.00	34,320 B
Recreation Specialist III	5.00	240,732	3.00	144,066	4.00	191,466 C
Recreation Specialist IV	1.00	52,800	1.00	52,800	1.00	52,800
Recreation Specialist V	11.00	831,841	12.50	901,489	12.50	901,489
Secretary I	1.00	37,930	0.00	0	0.00	0
<b>FULL-TIME SALARIES</b>	27.00	1,683,917	26.50	1,658,796	28.50	1,750,449
<b>SALARY OFFSET</b>		(29,545)		(29,545)		(28,850) D
<b>TOTAL FULL-TIME SALARIES</b>	27.00	1,654,372	26.50	1,629,251	28.50	1,721,599
<b>TEMPORARY SALARIES</b>		57,773		57,773		111,760 E
<b>SALARY TOTAL</b>	<b>27.00</b>	<b>1,712,145</b>	<b>26.50</b>	<b>1,687,024</b>	<b>28.50</b>	<b>1,833,359</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		136,901		214,617		163,693
Workers' Compensation		53,731		37,992		47,173
Health Benefits		278,243		314,791		366,820
FICA		130,980		129,058		140,385
Shift Differential		0		0		3,744
Miscellaneous		3,716		3,646		3,920
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>603,571</b>		<b>700,104</b>		<b>725,735</b>
<b>TOTAL 27TH PAY COST</b>		0		78,104		0
<b>TOTAL PERSONAL SERVICES</b>	<b>27.00</b>	<b>2,315,716 *</b>	<b>26.50</b>	<b>2,465,232</b>	<b>28.50</b>	<b>2,559,094</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - Six (6) Administrative Assistant I positions reclassified to Administrative Assistant II - #0618, 0624, 1307, 2700, 3086 and 3283

One (1) Administrative Assistant II position transferred from County Council - County Council Office 401000 - #2068

B - One (1) vacant Administrative Assistant I position filled as a Recreation Specialist I - #0598

C - One (1) Recreation Specialist III position created for the Forest Hill/Hickory Activity Center - #3588

D - One (1) Recreation Specialist V salary partially offset (50%) by the Anita Leight Estuary grant - #2512

E - Temporary funding for Park Naturalists, Program Leader for Edgewood Recreation & Community Center, and pool assistants for the Forest Hill/Hickory Recreation Center

## DEPARTMENT OF PARKS & RECREATION - RECREATIONAL SERVICES OBJECTIVES & PERFORMANCE MEASURES

### Department Goal

To be receptive to the individual and collective recreational needs of our communities through the creation of a diversified selection of leisure programs.

### Department Objective

To increase the quantity and diversity of programs and opportunities in therapeutic, adventure, adult and environmental recreation.

### County Goal(s) Supported

VI. Quality of Life

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated for recreation	\$2,699,982	\$2,354,870	\$2,585,322	\$2,669,653	\$2,768,182
Number of recreation staff	27	27	27	26.5	28.5
Number of therapeutic recreation staff	1	1	1	1	2
<b><u>Output:</u></b>					
Number of recreation programs	2,313	2,884	3,906	3,895	4,124
Number of therapeutic programs	598	603	621	624	627
Total # of programs	2,911	3,487	4,527	4,519	4,751
<b><u>Efficiency:</u></b>					
Number of participants per staff member	3,887	2,583	5,254	5,226	5,353
Sq. feet of building space each staffer is responsible for	8,928	8,378	10,418	10,418	10,418
<b><u>Outcome:</u></b>					
Number of therapeutic recreation program participants	15,251	15,296	15,860	15,947	16,047
Total number of participants in recreation programs	95,117	72,311	115,486	114,707	117,779

### Explanation and Analysis of Performance Measures

Providing a variety of recreational programs to youth and adult participants promotes both physical and mental well being. Therapeutic programs continue to grow in popularity throughout the County as the department continues to focus attention on meeting those needs in a positive and effective manner. Participants are those individuals who register for various programs including nature events, museum visits, and volunteer training.

### Major Related Plans and Policies

Plans to introduce a warm-water therapeutic swimming program for citizens of various ages and limitations has been included in the fiscal year 2013 budget for the Forest Hill Activity Center.

**DEPARTMENT: PARKS AND RECREATION**

**DIVISION: Parks and Facilities**

**INDEX: 595000**

**ORIGIN/PURPOSE:**

The Division of Parks and Facilities includes two operating groups - **the Division of Capital Planning and Development, and the Division of Facilities and Operations.**

**The Division of Capital Planning and Development** is responsible for park land acquisition and development projects at park sites, school sites, and in the incorporated municipalities. The Division also manages the preparation and update of the Land Preservation and Recreation Plan. Interaction and coordination with other county and state agencies, incorporated municipalities, as well as staff, volunteers, and the public is a major function of the acquisition and development process.

The Division of Facilities and Operations is responsible for renovating and maintaining Harford County park sites and facilities in a safe and usable condition. Building maintenance for all Parks and Recreation's activity centers, historic buildings, event venues and other structures is handled through this Division. Additionally, in accordance with the Joint Use Agreement with Harford County Public Schools, this Division maintains bleachers, tennis courts, infields of baseball/softball diamonds, and athletic fields (soccer/lacrosse/football) at schools. It coordinates with other agencies to remove snow from county roads, as well as park sites. The Division is also responsible for the monitoring of maintenance and repair to approximately 430 pieces of equipment. It also handles trash removal from park facilities and schools.

**FY '12 - '13 GOAL:**

- 3 TO PERFORM TIMELY AND COST EFFECTIVE MAINTENANCE OF GROUNDS AND BUILDINGS WHICH SATISFIES THE NEEDS OF OUR PARK USERS AND RECREATION COUNCIL PROGRAMS

**DEPARTMENT: PARKS AND RECREATION****DIVISION: Parks and Facilities****INDEX: 595000****ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	4,004,974	4,116,988	4,247,905	3,999,539	3,999,539
20	CONTRACTUAL SERVICES	986,572	882,945	1,098,826	1,303,530	1,303,530
30	SUPPLIES & MATERIALS	375,248	327,966	377,300	524,255	524,255
40	BUSINESS & TRAVEL	320,039	346,000	320,265	328,705	328,705
50	CAPITAL OUTLAY	35,651	33,791	0	0	0
70	MISCELLANEOUS	308	0	10,000	10,000	10,000
80	INTER-GOV'T / INTER-FUND EXPENSES	12,161	17,921	200	200	200
	<b>GRAND TOTAL</b>	<b><u>5,734,953</u></b>	<b><u>5,725,611</u></b>	<b><u>6,054,496</u></b>	<b><u>6,166,229</u></b>	<b><u>6,166,229</u></b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	<b><u>5,734,953</u></b>	<b><u>5,725,611</u></b>	<b><u>6,054,496</u></b>	<b><u>6,166,229</u></b>	<b><u>6,166,229</u></b>

**FINANCIAL NOTES:**

The \$111,733 net increase in funding for Parks & Recreation - Parks and Facilities is the result of:

	FY 12	FY 13	CHANGE
o	124,997	0	(124,997) One-time FY 12 funds provided for 27th pay
o	2,474,913	2,465,546	(9,367) Full Time Salaries (9,367) Staff Turnover <u>(.38%)</u>
o	739,202	716,506	(22,696) Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	335,403	233,008	(102,395) Pension/Retirement rate adjustments per Treasury's estimates

**DEPARTMENT: PARKS AND RECREATION****DIVISION: Parks and Facilities****INDEX: 595000****FINANCIAL NOTES:**

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	79,016	91,073	12,057	Workers' Compensation rate adjustments per Treasury's estimates
o	9,537	9,304	(233)	Shift Differential based on actual expense history
o	210,342	209,607	(735)	FICA adjustments
o	0	4,000	4,000	Office Equipment - copier lease for Fallston Shop
o	21,000	22,000	1,000	Other Rents & Utilities - increase for new contract for portable toilets
o	29,000	100,000	71,000	Other Professional Services - maintenance service/repair of exercise equipment at four activity centers; (\$4,000) reallocated to Security Systems offset by funds for a contractual Development Manager for the Graham property @ \$75,000
o	1,300	5,240	3,940	DP Software Maintenance - increase due to software upgrade
o	67,000	70,000	3,000	Building/Custodial Services - increase to incorporate a new recycling program
o	6,800	13,000	6,200	Security Systems - monitoring services for fire and security systems, etc. based on actual expense history and \$4,000 reallocated from Other Professional Services
o	135,000	235,000	100,000	Grounds Maintenance - increase for Cedar Lane
o	500	0	(500)	Traffic Signs & Markings - funds reallocated to Other Supplies & Materials
o	0	3,000	3,000	Uniforms - Purchase increase to purchase t-shirts
o	71,500	89,500	18,000	Building Supplies - increase based on actual expense history (\$7,000) offset by funding for Cedar Lane @ \$25,000
o	710	3,150	2,440	Training Seminars - required for pesticide and electrical code recertification
o	3,500	42,000	38,500	Other Supplies & Materials - increased based on actual expense history @ \$13,500 and Cedar Lane @ \$25,000

**DEPARTMENT: PARKS AND RECREATION****DIVISION: Parks and Facilities****INDEX: 595000****FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	125,000	225,000	100,000	Landscape & Grounds Maintenance - increase for Cedar Lane
o	825,421	798,710	(26,711)	Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 12	FY 13	Change	
	1,396	0	(1,396)	Space & Real Estate Rental
	518,000	495,000	(23,000)	Electricity
	27,450	35,000	7,550	Water & Sewer
	30,000	35,000	5,000	Heating Fuel (Oil)
	110,000	102,910	(7,090)	County Facilities Repair & Renovations
	2,600	3,300	700	Communication Service
	4,050	2,500	(1,550)	General Office Supplies
	17,675	16,000	(1,675)	Paper Supplies
	35,000	30,000	(5,000)	Janitorial Supplies & Equipment
	500	8,000	7,500	Other Janitorial Supplies
	3,500	3,000	(500)	Meals - Special Purpose
	50,150	40,000	(10,150)	Equipment Repair Parts
	15,000	9,300	(5,700)	Small Tools
	2,900	5,000	2,100	Sand, Salt & Other De-icers
	200	700	500	Oil & Lubricants
	7,000	13,000	6,000	Vehicle/Equipment-Parts-FVS
	<u>825,421</u>	<u>798,710</u>	<u>(26,711)</u>	
o	36,500	36,500		Line items adjusted for operating expenses at the Forest Hill/Hickory Activity Center:
	18,000			Electricity
	12,000			Heating Fuel (Gas)
	3,800			Water & Sewer
	800			Janitorial Supplies & Equipment
	1,500			Chemicals in Bulk
	300			Safety Equipment
	100			Medical Supplies
	<u>36,500</u>			

**DIVISION STAFF SUMMARY**

**DEPARTMENT: PARKS AND RECREATION - GENERAL FUND**  
**DIVISION: PARKS AND FACILITIES**

Index No. 595000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	1.00	33,100	0.00	0	1.00	47,906 A
Administrative Assistant II	1.00	54,186	2.00	91,486	1.00	37,300
Chief of Parks and Facilities	1.00	0	1.00	0	1.00	0 B
Crew Chief	3.00	152,236	3.00	152,236	3.00	150,475
Crew Leader I	7.00	265,289	7.00	265,823	7.00	265,232
Crew Leader II	1.00	47,101	1.00	47,101	1.00	47,101
Custodial Worker II	12.00	402,235	13.00	450,276	13.00	449,066
Engineering Associate V	1.00	67,080	1.00	67,080	1.00	67,080
Maintenance Mechanic I	2.00	77,039	2.00	77,039	2.00	77,039
Maintenance Mechanic II	3.00	166,962	3.00	166,962	3.00	166,962
Maintenance Worker I	11.00	298,526	11.00	323,347	11.00	323,822
Maintenance Worker II	9.00	287,458	9.00	255,402	9.00	255,402 C
Maintenance Supervisor	2.00	137,995	2.00	137,995	2.00	137,995
Park Building Maintenance Worker	5.00	178,191	5.00	178,191	5.00	178,191
Planner III	1.00	61,829	1.00	61,829	1.00	61,829
Utility Worker I	3.00	153,646	3.00	153,646	3.00	153,646
Utility Worker II	1.00	46,500	1.00	46,500	1.00	46,500
<b>FULL-TIME SALARIES</b>	<b>64.00</b>	<b>2,429,373</b>	<b>65.00</b>	<b>2,474,913</b>	<b>65.00</b>	<b>2,465,546</b>
<b>PART-TIME SALARIES</b>						
Custodial Worker II	3.00	85,453	2.50	55,742	2.50	55,742 D
<b>TOTAL PART-TIME SALARIES</b>	<b>3.00</b>	<b>85,453</b>	<b>2.50</b>	<b>55,742</b>	<b>2.50</b>	<b>55,742</b>
<b>TEMPORARY SALARIES</b>		<b>178,453</b>		<b>163,978</b>		<b>163,978</b>
<b>SALARY TOTAL</b>	<b>67.00</b>	<b>2,693,279</b>	<b>67.50</b>	<b>2,694,633</b>	<b>67.50</b>	<b>2,685,266</b>

# DIVISION STAFF SUMMARY

DEPARTMENT: PARKS AND RECREATION - GENERAL FUND  
DIVISION: PARKS AND FACILITIES

Index No. 595000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		216,375		335,403		233,008
Workers' Compensation		108,944		79,016		91,073
Health Benefits		666,261		739,202		716,506
Overtime & Shift Differential		54,147		54,932		54,699
FICA		210,561		210,342		209,607
Miscellaneous		19,260		9,380		9,380
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>1,275,548</b>		<b>1,428,275</b>		<b>1,314,273</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>124,997</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>67.00</b>	<b>3,968,827 *</b>	<b>67.50</b>	<b>4,247,905</b>	<b>67.50</b>	<b>3,999,539</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

- A - One (1) vacant Administrative Assistant II position filled as an Administrative Assistant I - #0678
- B - One (1) Chief of Parks and Facilities position unfunded for FY 13 due to the state of the economy - #0661
- C - One (1) Maintenance Worker II position unfunded in FY 13 due to the state of the economy - #0663
- D - One (1) part-time Custodial Worker II position unfunded in FY 13 due to the state of the economy - #3287

## DEPARTMENT OF PARKS AND RECREATION - PARKS AND FACILITIES OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To perform timely and cost-effective maintenance of grounds and buildings to meet the needs of our park users and recreation council programs.

### **Department Objective**

To increase the percentage of work orders completed for ground maintenance and buildings/facilities maintenance as volume of work orders increases due to new facilities.

### **County Goal(s) Supported**

III. Efficient County Government

VI. Quality Living

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$5,974,133	\$5,855,932	\$5,874,679	\$6,054,496	\$6,166,229
Number of full-time staff	65.5	65.5	62	62	62
Seasonal staff, temporaries & inmates	51.5	21.5	20.5	22	23
<b><u>Output:</u></b>					
Number of acres maintained	3,472	3,564	3,564	3,674	3,674
Number of buildings maintained	177	178	178	178	178
Number of Special Events/Showmobile/Portable Stage	44	39	36	18	22
<b><u>Efficiency:</u></b>					
Number of work orders processed per year	5,658	5,960	5,355	6,389	6,500
Completed work orders for Parks & Facilities	5,366	5,712	5,141	5,637	5,720
<b><u>Outcome:</u></b>					
Percent of work orders completed	94.8%	95.8%	96.0%	88.2%	88.0%

### **Explanation and Analysis of Performance Measures**

As the number of acreage increase, more ground maintenance is required. Our goal is to complete a higher percentage of maintenance tasks as work volume grows. Fiscal Year 2012 included the maintenance of a new field at Edgewood Park, Chapel Road Park, Rutledge Park, Graybeal fields and the Magnolia School complex. Web based implementation of the E-Maintenance work order system allows managers to have direct input to service requests and thus increase the number of work orders now being processed.

### **Major Related Plans and Policies**

Reservation of showmobile and park sites and facilities. Daily operation schedules of major buildings, i.e. Churchville, McFaul, Havre de Grace, and Edgewood Recreation & Community Center, etc. Standard operating procedure for routine work and snow removal assisting Highways and Parks & Recreation sites. Memorandum of use with other county agencies or renters of buildings.

## PARKS AND RECREATION - SPECIAL REVENUE FUND

### ORIGIN/PURPOSE:

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. Per GASB Statement No. 34, the following Special Revenue accounts were established:

- o Emmorton Recreation & Tennis Center:

This facility was purchased by Harford County in November, 1999 using Program Open Space (POS) funding through the State of Maryland. Its purpose was to address the recreation and leisure needs of the Emmorton-Abingdon community. Two of the indoor tennis courts were retained and two others were converted to multipurpose gymnasiums. The outdoor courts were converted to accommodate parking spaces and a fabric structure built to house two new indoor courts.

- o Oakington Peninsula:

The Oakington Peninsula is comprised of two separate farms, Swan Harbor Farm and Oakington Farm (Eleanor and Millard Tydings Park). Swan Harbor was purchased in conjunction with the Maryland Department of Natural Resources and Program Open Space in 1994. It operates as a revenue generating facility from rentals, farming, leases, and fundraising. The 328 acre Oakington Farm was purchased in 1998. The Oakington Peninsula will also generate revenues from leasing of farm land and two (2) residential houses. It also provides park area for passive and recreational activities.

- o Recreational Council Activities:

This account is set up to receive revenues from other recreational activities, registration, and events. The funds are expended for recreational supplies, tournament trophies, referee officials, etc.

## PARKS AND RECREATION - SPECIAL REVENUE FUND

### SPECIAL REVENUE FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	397,466	355,921	468,119	454,192	454,192
20	CONTRACTUAL SERVICES	237,209	251,453	293,142	343,545	343,545
30	SUPPLIES & MATERIALS	50,626	49,286	59,740	60,065	60,065
40	BUSINESS & TRAVEL	3,023	3,370	3,235	4,165	4,165
50	CAPITAL OUTLAY	0	16,109	26,500	27,500	27,500
	<b>GRAND TOTAL</b>	<b>688,324</b>	<b>676,139</b>	<b>850,736</b>	<b>889,467</b>	<b>889,467</b>
	<b><u>SUMMARY BY FUND:</u></b>					
26	PARKS AND RECREATION	688,324	676,139	850,736	889,467	889,467
	<b>GRAND TOTAL</b>	<b>688,324</b>	<b>676,139</b>	<b>850,736</b>	<b>889,467</b>	<b>889,467</b>
	<b><u>SUMMARY BY DIVISION:</u></b>					
593002	EMMORTON RECREATION & TENNIS CTR	273,778	276,348	301,073	325,778	325,778
593003	OAKINGTON PENINSULA	264,107	224,111	364,560	372,763	372,763
593004	RECREATIONAL COUNCIL ACTIVITIES	150,439	175,680	185,103	190,926	190,926
	<b>GRAND TOTAL</b>	<b>688,324</b>	<b>676,139</b>	<b>850,736</b>	<b>889,467</b>	<b>889,467</b>

# DEPARTMENT STAFF SUMMARY

## PARKS AND RECREATION - SPECIAL REVENUE FUND

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Community Resources Coordinator	1.00	58,335	1.00	58,335	1.00	58,335
Custodial Worker II	1.00	37,953	1.00	37,953	1.00	37,953
Recreation Specialist V	0.00	0	0.50	45,752	0.50	45,752
<b>FULL-TIME SALARIES</b>	2.00	96,288	2.50	142,040	2.50	142,040
<b>TEMPORARY SALARIES</b>		193,966		178,202		180,637
<b>SALARY TOTAL</b>	<b>2.00</b>	<b>290,254</b>	<b>2.50</b>	<b>320,242</b>	<b>2.50</b>	<b>322,677</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		12,519		24,235		21,556
Workers' Compensation		3,267		3,811		4,396
Health Benefits		50,462		65,601		65,053
Overtime & Shift Differential		20,865		13,865		14,115
FICA		23,801		25,454		25,765
Miscellaneous		420		630		630
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>111,334</b>		<b>133,596</b>		<b>131,515</b>
<b>TOTAL 27TH PAY</b>		<b>0</b>		<b>14,281</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>2.00</b>	<b>401,588 *</b>	<b>2.50</b>	<b>468,119</b>	<b>2.50</b>	<b>454,192</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND****DIVISION: Emmorton Recreation and Tennis Center****INDEX: 593002****ORIGIN/PURPOSE:**

The Emmorton Recreation & Tennis Center (ERTC) was purchased by Harford County using State of Maryland's Program Open Space funding in November, 1999 for the purpose of addressing the recreation and leisure needs of the Emmorton-Abingdon community. Part of the former tennis operation was maintained to address the needs of the tennis community and to provide revenue to support building operations. Renovations made to the facility provides a multipurpose gymnasium, a dance studio and four (4) indoor tennis courts. In 2005, the Grand Slam baseball/softball training area was acquired and is utilized during winter months by both school and recreation participants.

The ERTC is one of Park's and Recreation's Special Revenue Fund 26 accounts established by the Governmental Accounting Standards Board (GASB) Statement No. 34 and adopted by the Harford County Council in 2001.

**FY '12 - '13 GOAL:**

4 TO OPERATE MULTIFUNCTIONAL LEISURE FACILITIES WITH REVENUE PRODUCING COMPONENTS

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	153,036	162,839	172,488	161,378	161,378
20	CONTRACTUAL SERVICES	102,410	84,749	108,850	144,835	144,835
30	SUPPLIES & MATERIALS	18,297	26,227	19,700	19,500	19,500
40	BUSINESS & TRAVEL	35	65	35	65	65
50	CAPITAL OUTLAY	0	2,468	0	0	0
	<b>GRAND TOTAL</b>	<b>273,778</b>	<b>276,348</b>	<b>301,073</b>	<b>325,778</b>	<b>325,778</b>
<b><u>FUNDING SOURCE:</u></b>						
26	PARKS AND RECREATION	<b>273,778</b>	<b>276,348</b>	<b>301,073</b>	<b>325,778</b>	<b>325,778</b>

**DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND****DIVISION: Emmorton Recreation and Tennis Center****INDEX: 593002****FINANCIAL NOTES:**

The \$24,705 net increase in funding for Parks & Recreation - Emmorton Recreation and Tennis Center is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	\$4,904	0	(4,904) One-time FY 12 funds provided for 27th pay
o	69,258	66,387	(2,871) Temporary Salaries - funding for Tennis Liaison, full-time attendant and weekend attendants, decreased based on expense history
o	10,704	7,411	(3,293) Pension/Retirement rate adjustments per Treasury's estimates
o	1,006	1,161	155 Workers' Compensation rate adjustments per Treasury's estimates
o	38,677	38,595	(82) Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	8,201	8,086	(115) FICA adjustment for temporary salaries
o	3,000	46,550	43,550 County Facility Repair & Renovations - increase due to renovations for color coding tennis courts, replacement of exhaust/ventilation fans, backdrop curtains for courts, small foyer at main entrance and plexiglass sidewalls for main entrance of bubble
o	1,920	2,500	580 Office Equipment - increase for upgraded copier rental to include scanning capabilities
o	200	0	(200) Ice & Bottled Water - service discontinued

**DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND**

**DIVISION: Emmorton Recreation and Tennis Center**

**INDEX: 593002**

**FINANCIAL NOTES:**

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	96,993	88,890	(8,103) Line items significantly adjusted, based on actual expense history:

	FY 12	FY 13	Change	
	200	0	(200)	Vehicle & Operating Equipment Services
	1,196	2,000	804	Other Rents & Utilities
	42,000	40,000	(2,000)	Electricity
	37,000	35,000	(2,000)	Heating Fuel (Gas)
	1,147	1,500	353	Water & Sewer
	15,000	9,790	(5,210)	Recreation Officials
	350	150	(200)	Uniform Rental
	0	200	200	Data Processing Software Maintenance
	100	250	150	Security Systems
	<u>96,993</u>	<u>88,890</u>	<u>(8,103)</u>	

# DIVISION STAFF SUMMARY

DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND  
DIVISION: EMMORTON RECREATION & TENNIS CENTER

Index No. 593002

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Custodial Worker II	1.00	37,953	1.00	37,953	1.00	37,953
<b>TOTAL FULL-TIME SALARIES</b>	1.00	37,953	1.00	37,953	1.00	37,953
<b>TEMPORARY SALARIES</b>		76,526		69,258		66,387
<b>SALARY TOTAL</b>	<b>1.00</b>	<b>114,479</b>	<b>1.00</b>	<b>107,211</b>	<b>1.00</b>	<b>104,340</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		6,752		10,704		7,411
Workers' Compensation		1,389		1,006		1,161
Health Benefits		34,632		38,677		38,595
FICA		8,862		8,201		8,086
Overtime & Shift Differential		1,365		1,365		1,365
Miscellaneous		280		420		420
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>53,280</b>		<b>60,373</b>		<b>57,038</b>
<b>TOTAL 27TH PAY COST</b>		<b>0</b>		<b>4,904</b>		<b>0</b>
<b>TOTAL PERSONAL SERVICES</b>	<b>1.00</b>	<b>167,759 *</b>	<b>1.00</b>	<b>172,488</b>	<b>1.00</b>	<b>161,378</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## DEPARTMENT OF PARKS & RECREATION - EMMORTON RECREATION & TENNIS CENTER OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To operate a multifunctional recreation and leisure facility.

### **Department Objective**

To maintain or increase revenue levels from current tennis membership; to increase revenue through tennis ladder participation; to increase revenue by increasing tennis clinics and private lessons; to increase revenue through baseball/softball training and training area rental opportunities; and to increase revenue from baseball/softball batting cage rentals.

### **County Goal(s) Supported**

VI. Quality Living

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$296,903	\$300,000	\$300,000	\$301,073	\$325,778
Number of temporary staff	9	10	10	10	10
<b><u>Output:</u></b>					
Revenue generated from memberships, blocktimes, and other rentals	\$216,910	\$256,628	\$264,804	\$264,456	\$260,000
<b><u>Efficiency:</u></b>					
Revenue increase from prior year	(\$88,809)	\$39,718	\$8,176	(\$348)	(\$4,456)
<b><u>Service Quality:</u></b>					
Number of people served yearly	42,500	42,000	43,200	43,600	44,100
<b><u>Outcome:</u></b>					
Percentage of growth in revenue from previous year	(29%)	18%	3%	0%	(2%)
Percentage of growth in users	3.66%	(1.18%)	2.86%	0.93%	1.15%

### **Explanation and Analysis of Performance Measures**

To operate a financially sound multi-use recreation facility, the Department must maintain and update the facility to increase income while operating the facility in a cost-efficient manner. Tennis instruction programs have generated additional revenue and membership interest.

### **Major Related Plans and Policies**

Continue to maintain and upgrade the facility in order to attract new members and retain current users.

**DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND**

**DIVISION: Oakington Peninsula**

**INDEX: 593003**

**ORIGIN/PURPOSE:**

The Oakington Peninsula is a regional park offering a variety of passive recreation for all ages. Activities include environmental studies, fishing, hiking and migratory bird watching. The park is comprised of two separate farms - Swan Harbor Farm and Oakington Farm (Eleanor and Millard Tydings Park). In cooperation with Maryland State Department of Natural Resources and Program Open Space (POS) , Harford County purchased the 461-acre Swan Harbor Farm in 1994. Used as a special events venue hosting over 100 weddings, conferences, etc. each year, Swan Harbor has proven to be one of Harford County's most sought after investments. In 1998, the 328-acre Oakington Farm was acquired as a measure to preserve Harford County's agricultural integrity and support local business growth. The revenue generated from this property is used to provide the necessary upkeep, improvements, and maintenance of the entire peninsula.

Oakington Peninsula was established under Parks and Recreation's Special Revenue Fund 26 accounts by the Governmental Accounting Standards Board (GASB) Statement No. 34 and adopted by the Harford County Council in 2001.

**FY '12 - '13 GOAL:**

- 5 TO IMPLEMENT A MANAGEMENT AND OPERATIONS PLAN FOR OAKINGTON PENINSULA WHICH SUPPORTS AND ENHANCES THE FACILITY

**DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND****DIVISION: Oakington Peninsula****INDEX: 593003****ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	189,723	131,909	226,243	206,803	206,803
20	CONTRACTUAL SERVICES	48,520	57,990	80,192	105,410	105,410
30	SUPPLIES & MATERIALS	22,994	17,933	28,725	29,250	29,250
40	BUSINESS & TRAVEL	2,870	3,078	2,900	3,800	3,800
50	CAPITAL OUTLAY	0	13,201	26,500	27,500	27,500
<b>GRAND TOTAL</b>		<b>264,107</b>	<b>224,111</b>	<b>364,560</b>	<b>372,763</b>	<b>372,763</b>

**FUNDING SOURCE:**

26	PARKS AND RECREATION	<b>264,107</b>	<b>224,111</b>	<b>364,560</b>	<b>372,763</b>	<b>372,763</b>
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**FINANCIAL NOTES:**

The \$8,203 net increase in funding for Parks and Recreation - Oakington Peninsula is the result of:

	FY 12	FY 13	CHANGE
o	7,270	0	(7,270) One-time FY 12 funds provided for 27th pay
o	58,944	50,000	(8,944) Temporary Salaries - based on actual expense history
o	13,531	11,025	(2,506) Pension/Retirement rate adjustments per Treasury's estimates
o	2,805	3,235	430 Workers' Compensation rate adjustments per Treasury's estimates
o	2,900	3,800	900 Office Equipment - upgraded copier lease to include printing/scanning capabilities

**DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND****DIVISION: Oakington Peninsula****INDEX: 593003****FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE
o	26,924	26,458	(466) Health Benefits are adjusted for an anticipated 5% cost increase, as well as staff opting for changes in their level of coverage
o	12,472	11,788	(684) FICA adjustments
o	16,482	18,000	1,518 Grounds Maintenance - additional funds will increase mowing frequency from once a month to twice a month at the Disposal Material Placement (DMP) site (May - August)
o	5,500	7,000	1,500 Building/Custodial Services - increase for new Recycling Program
o	200	5,000	4,800 Security Systems - additional funds provide for replacement of security system as repair parts are no longer available
o	10,000	20,000	10,000 County Facility Repair & Renovations - increase for pressure washing/staining/sealing of gazebo and walkways
o	0	5,000	5,000 Other Contractual Services - funds provide for the removal and storage of event tents during months of inactivity
o	14,575	17,500	2,925 Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 12	FY 13	Change
	4,000	3,500	(500) Telephone Service
	6,000	8,000	2,000 Other Advertising
	1,000	500	(500) Chemicals in Bulk
	700	500	(200) Crushed Aggregates
	1,775	3,000	1,225 Other Supplies & Materials
	1,100	2,000	900 County Owned Vehicles
	<u>14,575</u>	<u>17,500</u>	<u>2,925</u>
o	26,500	27,500	1,000 Equipment funding provides for annual replacement of chairs, tables, additional sidewalls for tents, new chandeliers, replacement of wicker furniture/pads, chainsaw and pole saw for Landscaping crew, new Gator and a portable power washer

# DIVISION STAFF SUMMARY

DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND  
DIVISION: OAKINGTON PENINSULA

Index No. 593003

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Community Resources Coordinator	1.00	58,335	1.00	58,335	1.00	58,335
Recreation Specialist V	0.00	0	0.50	45,752	0.50	45,752
<b>TOTAL FULL-TIME SALARIES</b>	1.00	58,335	1.50	104,087	1.50	104,087
<b>TEMPORARY SALARIES</b>		61,896		58,944		50,000
<b>SALARY TOTAL</b>	<b>1.00</b>	<b>120,231</b>	<b>1.50</b>	<b>163,031</b>	<b>1.50</b>	<b>154,087</b>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		5,767		13,531		11,025
Workers' Compensation		1,878		2,805		3,235
Health Benefits		15,830		26,924		26,458
FICA		9,198		12,472		11,788
Miscellaneous		140		210		210
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>32,813</b>		<b>55,942</b>		<b>52,716</b>
<b>TOTAL 27TH PAY</b>		0		7,270		0
<b>TOTAL PERSONAL SERVICES</b>	<b>1.00</b>	<b>153,044 *</b>	<b>1.50</b>	<b>226,243</b>	<b>1.50</b>	<b>206,803</b>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## DEPARTMENT OF PARKS & RECREATION - OAKINGTON PENINSULA OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To implement a management and operations plan for Oakington Peninsula which supports and enhances the facility

### **Department Objective**

To actively market and secure regular rentals of the buildings and grounds, to lease farmland and three tenant houses and to augment this revenue through a functional fundraising program.

### **County Goal(s) Supported**

VI. Quality Living

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$300,000	\$325,000	\$325,000	\$364,560	\$372,763
Number of permanent staff	2	2	1	1.5	1.5
Number of temporary staff	12	12	12.0	12	12
<b><u>Output:</u></b>					
Operate a self-sustaining facility. The revenue produced will be used to improve and maintain the facility.	\$307,372	\$315,474	\$327,483	\$370,000	\$360,000
<b><u>Efficiency:</u></b>					
Revenue increase over prior year	(\$11,918)	\$8,101	\$12,010	\$42,517	(\$10,000)
<b><u>Service Quality:</u></b>					
Number of rentals and satisfied users	135	137	140	142	142
Government users per year	60	60	60	60	60
Total users	195	197	200	202	202
<b><u>Outcome:</u></b>					
Percentage of growth in revenue	(3.73%)	2.64%	3.81%	12.98%	(2.70%)
Percentage of increase in users	2.63%	1.03%	1.52%	1.00%	0.00%

### **Explanation and Analysis of Performance Measures**

To operate a financially self-sustaining facility, the Department must maintain or increase income levels while operating the facility in a cost-efficient manner. In consideration of the revenue benefit this facility provides, Parks and Recreation will incorporate various measures intended to attract a wider customer base. New online advertising will detail services and amenities as well as showcase continuous house and landscape beautification projects.

### **Major Related Plans and Policies**

Continue to renovate and refurbish aging structures and add new amenities and attractions.

**DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND****DIVISION: Recreational Council and Special Activities****INDEX: 593004****ORIGIN/PURPOSE:**

The Parks and Recreation Council and Special Activities account was established to receive revenues from Recreation Councils for recreational activities, registrations, and special events. These funds are expended for recreational supplies, tournament trophies, officials and referees, etc.

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. Per GASB Statement No. 34, Recreational Council and Special Activities was established in FY 2001 to receive and expend revenues under Parks & Recreation Special Revenue Fund.

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	54,707	61,173	69,388	86,011	86,011
20	CONTRACTUAL SERVICES	86,279	108,714	104,100	93,300	93,300
30	SUPPLIES & MATERIALS	9,335	5,126	11,315	11,315	11,315
40	BUSINESS & TRAVEL	118	227	300	300	300
50	CAPITAL OUTLAY	0	440	0	0	0
	<b>GRAND TOTAL</b>	<b>150,439</b>	<b>175,680</b>	<b>185,103</b>	<b>190,926</b>	<b>190,926</b>
<b><u>FUNDING SOURCE:</u></b>						
26	PARKS AND RECREATION	<b>150,439</b>	<b>175,680</b>	<b>185,103</b>	<b>190,926</b>	<b>190,926</b>

**DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND****DIVISION: Recreational Council and Special Activities****INDEX: 593004****FINANCIAL NOTES:**

The \$5,823 net increase in funding for Parks & Recreation - Recreational Council Activities is the result of:

	FY 12	FY 13	CHANGE	
o	50,000	64,250	14,250	Temporary Salaries for Ropes Course, Above & Beyond, climbing wall instructors; Skate Park manager and attendants - \$2,250 of increase based on actual expense history and \$12,000 due to transfer of Therapeutic Recreation assistants previously budgeted under contractual Recreation Officials
o		3,120	3,120	Pension/Retirement adjustments per Treasury's estimates
o	12,500	12,750	250	Overtime increase based on actual expense history
o	2,107	0	(2,107)	One-time FY 12 funds provided for 27th pay
o	4,781	5,891	1,110	FICA adjustments
o	19,500	7,500	(12,000)	Recreation Officials - decrease is due to \$12,000 moved to Temporary Salaries at the request of the Human Resources Department for Therapeutic Recreation assistants
o	5,800	7,000	1,200	Line items significantly adjusted, based on actual expense history:

FY 12	FY 13	Change	
1,800	2,000	200	Water & Sewer
4,000	5,000	1,000	Other Professional Services
5,800	7,000	1,200	

# DIVISION STAFF SUMMARY

DEPARTMENT: PARKS AND RECREATION - SPECIAL REVENUE FUND  
DIVISION: RECREATIONAL COUNCIL ACTIVITIES

Index No. 593004

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
TEMPORARY SALARIES		<u>55,544</u>		<u>50,000</u>		<u>64,250</u>
SALARY TOTAL		<u><u>55,544</u></u>		<u><u>50,000</u></u>		<u><u>64,250</u></u>
OTHER PERSONAL SERVICES						
Pension & Retirement		0		0		3,120
Overtime & Shift Differential		19,500		12,500		12,750
FICA		<u>5,741</u>		<u>4,781</u>		<u>5,891</u>
TOTAL OTHER PERSONAL SERVICES		<u>25,241</u>		<u>17,281</u>		<u>21,761</u>
TOTAL 27TH PAY		<u>0</u>		<u>2,107</u>		<u>0</u>
TOTAL PERSONAL SERVICES		<u><u>80,785</u></u> *		<u><u>69,388</u></u>		<u><u>86,011</u></u>

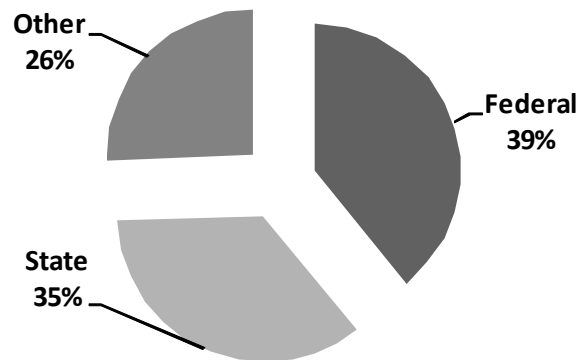
\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

# FY13 Anticipated Grant Award Dollars

(July 1, 2012 to June 30, 2013)

## DEPARTMENT OF PARKS & RECREATION

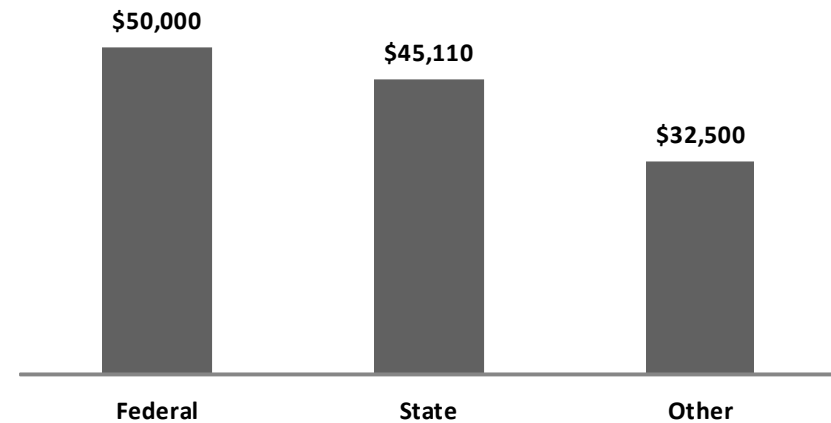
% of Anticipated Grant Dollars by Funder



# of Anticipated Grant Awards: 2

Federal	1
State	0
State/Other	1
Other	0

Anticipated Grant Award Dollars \$127,610\*



*Requested County Match \$44,038*

- Does not include County Match or Capital Projects
- Grant (Camp I Can) has a combination of state funding plus other funds

Anticipated Federal and State funding will provide for a 6 hour per day, 5 day a week recreation program for mentally and physically limited youngsters. This will also provide an after school care program for children with disabilities and will be the only such child care center of its kind in the region. The anticipated Federal grant funding will help offset the cost of a Park Naturalist and a small portion of a custodian at the Anita C. Leight Estuary Center.

Department of Parks & Recreation - Anticipated FY13 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	Recurring or One Time
		Federal	State	Other	County Match		
Anita C. Leight Estuary Center	This grant is to help offset the cost for our Park Naturalist and a small portion of the custodian at the Anita C. Leight Estuary Center for salary and fringe benefits.	\$50,000				10/1/12 - 9/30/13	Recurring
John Archer Child Care/Camp I Can	This activity is designed to provide a 6 hour per day, 5 day a week recreation program for mentally & physically limited youngsters in Harford Co. It also provides an after school care program for children with disabilities and is the only such child care center of its kind in the region.		\$45,110	\$32,500	\$44,038	7/1/12 - 6/30/13	Recurring
TOTALS		\$50,000	\$45,110	\$32,500	\$44,038		
<b>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH</b>	<b>\$127,610</b>						

## CONSERVATION OF NATURAL RESOURCES

### ORIGIN/PURPOSE:

Conservation of Natural Resources is a budgetary grouping of environmentally oriented programs, the services of which are provided to County Government by symbiotic agencies acting on the County's behalf. For example, the Harford County Cooperative Extension derives its authority from the University of Maryland at College Park, and the Harford County Soil Conservation District from the State of Maryland under the direction of the District Board of Supervisors.

Each of these programs and related activities contribute to the conservation of natural resources, and the preservation of the environment in Harford County, and merits the financial support and consideration of County Government and its residents.

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONAL SERVICES	274,481	293,828	321,020	332,907	332,907
20	CONTRACTUAL SERVICES	2,965	3,273	3,600	3,600	3,600
30	SUPPLIES & MATERIALS	18,272	18,272	18,272	18,272	18,272
40	BUSINESS & TRAVEL	0	1,150	0	0	0
70	MISCELLANEOUS	156,039	153,930	257,689	257,689	257,689
	<b>GRAND TOTAL</b>	<b><u>451,757</u></b>	<b><u>470,453</u></b>	<b><u>600,581</u></b>	<b><u>612,468</u></b>	<b><u>612,468</u></b>
	<b><u>SUMMARY BY FUND:</u></b>					
11	GENERAL	451,757	470,453	600,581	612,468	612,468
	<b>GRAND TOTAL</b>	<b><u>451,757</u></b>	<b><u>470,453</u></b>	<b><u>600,581</u></b>	<b><u>612,468</u></b>	<b><u>612,468</u></b>
	<b><u>SUMMARY BY DIVISION:</u></b>					
631000	EXTENSION SERVICE	145,865	147,898	245,256	245,256	245,256
633000	SOIL CONSERVATION	305,892	322,555	355,325	367,212	367,212
	<b>GRAND TOTAL</b>	<b><u>451,757</u></b>	<b><u>470,453</u></b>	<b><u>600,581</u></b>	<b><u>612,468</u></b>	<b><u>612,468</u></b>

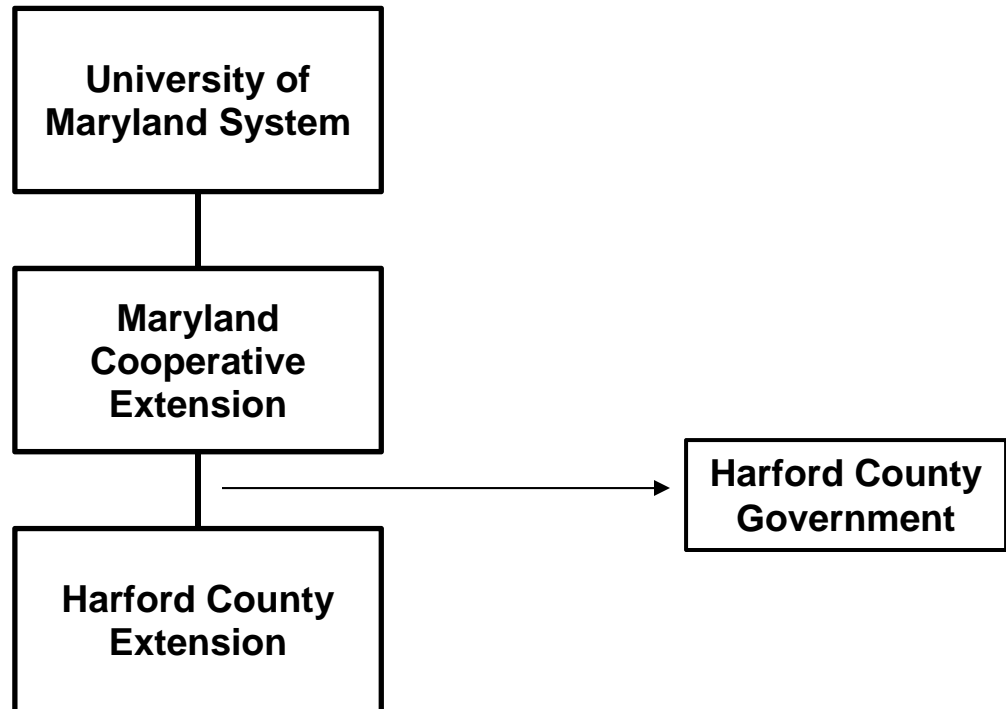
## CONSERVATION OF NATURAL RESOURCES

### FINANCIAL NOTES:

The \$11,887 net increase in funding for Conservation of Natural Resources is the result of:

	FY 12	FY 13	CHANGE	
o	222,030	240,680	18,650	Full Time Salaries 18,650 Restore offset for vacant Engineer Associate II for all of FY 13
o	10,303	0	(10,303)	One-Time FY 12 funds provided for 27th pay
o	28,864	21,661	(7,203)	Pension/Retirement rate adjustments per Treasury's estimates
o	1,054	1,357	303	Workers' Compensation rate adjustments per Treasury's estimates
o	41,293	50,237	8,944	Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	16,986	18,412	1,426	FICA adjustment
o	254,089	254,089	0	Grants & Contributions:
	FY 12	FY 13	Change	
	251,384	251,384	0	County's share of State Employee's salaries' & benefits
	2,705	2,705	0	Envirothon funding
	<u>254,089</u>	<u>254,089</u>	<u>0</u>	

# CONSERVATION OF NATURAL RESOURCES - EXTENSION



**DEPARTMENT: NATURAL RESOURCES****DIVISION: Extension Service****INDEX: 631000****ORIGIN/PURPOSE:**

Established by the Federal Hatch Act (1887) and the Smith-Lever Act (1887), the Harford County Cooperative Extension Office provides educational outreach (Extension) education from the University of Maryland, College Park and the University of Maryland, Eastern Shore as part of their three-fold mission as land grant institutions of teaching, research, and outreach.

Cooperative Extension in Harford County provides educational programs based on the needs and interests of county residents. Emphasis is placed on Agriculture and Natural Resource Science, Family and Consumer Science, and 4-H and Youth Development. Extension is funded through county, state, and federal contributions. Some special projects are funded through grants and donations. The Extension Budget Office in College Park and the University of Maryland Eastern Shore, the Extension Regional Office at Wye Research Center, and the County Extension Office in Harford County develop budget requests for the county contribution. Extension programs are open to all citizens without regard to race, color, gender, religion, national origin, sexual orientation, age, marital or parental status, or disability.

**MISSION STATEMENT:**

EDUCATE CITIZENS TO APPLY PRACTICAL, RESEARCH-BASED KNOWLEDGE TO CRITICAL ISSUES FACING INDIVIDUALS, FAMILIES, COMMUNITIES, THE STATE, AND OUR GLOBAL PARTNERS

**FY '12 - '13 GOALS:**

- 1 TO EDUCATE CITIZENS SO THAT THEY CAN MAKE WISE DECISIONS AS PRODUCERS AND CONSUMERS CONCERNING AGRICULTURE, NATURAL RESOURCES, HEALTH, NUTRITION, AND YOUTH DEVELOPMENT

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
20	CONTRACTUAL SERVICES	2,965	2,757	3,600	3,600	3,600
30	SUPPLIES & MATERIALS	18,272	18,272	18,272	18,272	18,272
70	MISCELLANEOUS	124,628	126,869	223,384	223,384	223,384
	<b>GRAND TOTAL</b>	<b>145,865</b>	<b>147,898</b>	<b>245,256</b>	<b>245,256</b>	<b>245,256</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>145,865</b>	<b>147,898</b>	<b>245,256</b>	<b>245,256</b>	<b>245,256</b>

**DEPARTMENT: NATURAL RESOURCES**

**DIVISION: Extension Service**

**INDEX: 631000**

**FINANCIAL NOTES:**

There is no change in funding for the Natural Resources - Extension Services:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>
o	3,600	3,600	0 Telephone Service
o	18,272	18,272	0 General Office Supplies
o	223,384	223,384	0 Grants and Contributions - County's share of State employee's salary and benefits

## EXTENSION SERVICES OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To educate citizens so that they can make wise decisions as producers and consumers concerning agriculture, natural resources, health, nutrition, and youth development.

### **Department Objective**

To increase our number of contacts annually by participating in numerous outreach efforts, and to provide a comprehensive outreach effort.

### **County Goal(s) Supported**

II. Education

V. Environmental Stewardship

VI. Quality Living

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$172,408	\$145,865	\$147,897	\$245,256	\$245,256
<b><u>Output:</u></b>					
# of on-site seminars conducted	85	188	42	62	69
# of classroom seminars conducted	125	101	317	349	557
# of hands on workshops conducted	90	97	92	84	190
<b><u>Efficiency:</u></b>					
# of staff per seminar	1	1	1	1	1
<b><u>Service Quality:</u></b>					
% of attendees satisfied with workshops conducted	95%	95%	95%	95%	95%
<b><u>Outcome:</u></b>					
# of adult and older youth volunteers reached	2,400	3,154	2,934	3,259	3,900
# of community and school based youth reached	3,100	3,200	3,367	3,752	4,407
# of special interest groups reached	2,100	2,409	1,024	1,029	1,041

### **Explanation and Analysis of Performance Measures**

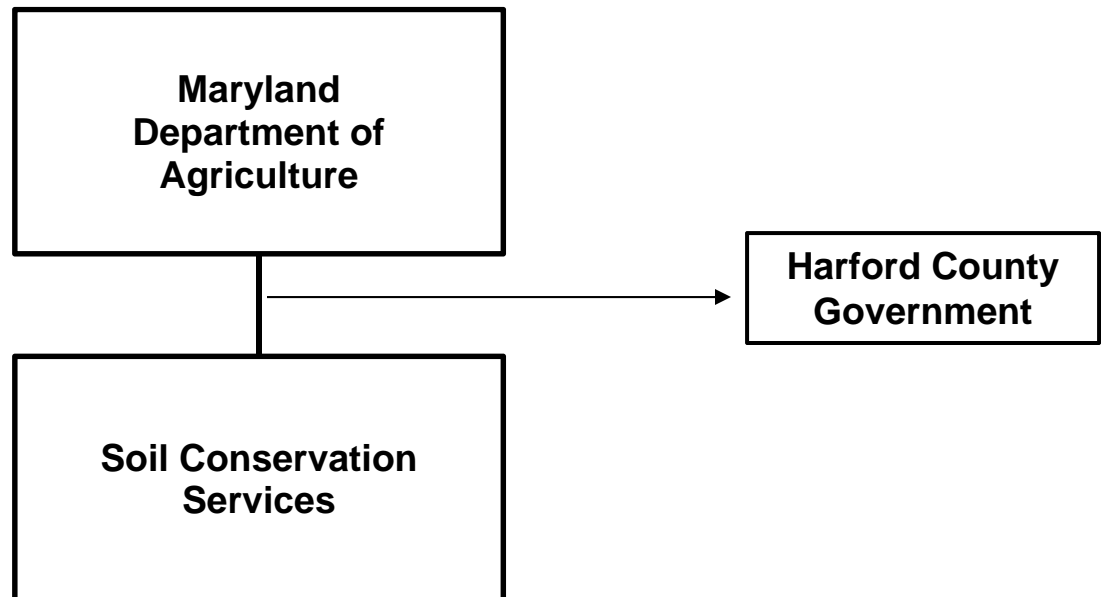
On-site programming includes programs that originate and are implemented in a setting other than the seminar (classroom) and workshop (hands-on) arena. On-site programming may include on-farm, demonstration areas, community centers, etc. To better analyze program success and participant adoption/learning, post-program evaluations will be implemented at program end and in certain cases as follow-up evaluations two or more months later. Participant's rating of fair or less will validate the need for initiative revising.

### **Major Related Plans and Policies**

A Natural Resources Element Plan - includes methods for protecting environmental resources, including streams and their buffers, steep slopes, floodplains, and the habitats of threatened and endangered species.

# CONSERVATION OF NATURAL RESOURCES

## SOIL CONSERVATION SERVICES



**DEPARTMENT: NATURAL RESOURCES****DIVISION: Soil Conservation****INDEX: 633000****ORIGIN/PURPOSE:**

The Harford Soil Conservation District was organized on September 6, 1944 as one of several local government subdivisions established in 1937 under the Agriculture Article Title 8, Soil Conservation, SS8-101 through 8-705 of the Annotated Code of Maryland as amended. The district's purpose is to carry out a soil, water and related resources conservation program.

**MISSION STATEMENT:**

TO ACHIEVE EXCELLENCE IN PROGRAMS AND SERVICES THAT PROTECT HARFORD COUNTY AGRICULTURAL RESOURCES AND THE ENVIRONMENT BY PROVIDING LEADERSHIP IN URBAN SEDIMENT CONTROL REVIEW AND PROMOTING ENVIRONMENTAL EDUCATIONAL ACTIVITIES AND OTHER SERVICES THAT ENHANCE QUALITY OF LIFE FOR ALL

**FY '12 - '13 GOALS:**

- 1 TO REDUCE THE NUTRIENTS ENTERING WATERS BY ENSURING THE COMPLETE IMPLEMENTATION OF AGRICULTURAL BEST MANAGEMENT PRACTICES (BMP'S)

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
10	PERSONNEL SERVICES	274,481	293,828	321,020	332,907	332,907
20	CONTRACTUAL SERVICES	0	516	0	0	0
40	BUSINESS & TRAVEL	0	1,150	0	0	0
70	MISCELLANEOUS	31,411	27,061	34,305	34,305	34,305
	<b>GRAND TOTAL</b>	<b>305,892</b>	<b>322,555</b>	<b>355,325</b>	<b>367,212</b>	<b>367,212</b>
	<b><u>FUNDING SOURCE:</u></b>					
11	GENERAL	<b>305,892</b>	<b>322,555</b>	<b>355,325</b>	<b>367,212</b>	<b>367,212</b>

**DEPARTMENT: NATURAL RESOURCES****DIVISION: Soil Conservation****INDEX: 633000****FINANCIAL NOTES:**

The \$11,887 net increase in funding for Natural Resources - Soil Conservation is the result of:

	FY 12	FY 13	CHANGE	
o	222,030	240,680	18,650	Full Time Salaries 18,650 Restore offset for vacant Engineer Associate II for all of FY 13
o	10,303	0	(10,303)	One-Time FY 12 funds provided for 27th pay
o	28,864	21,661	(7,203)	Pension/Retirement rate adjustments per Treasury's estimates
o	1,054	1,357	303	Workers' Compensation rate adjustments per Treasury's estimates
o	41,293	50,237	8,944	Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	16,986	18,412	1,426	FICA adjustment
o	30,705	30,705	0	Grants & Contributions:
	FY 12	FY 13	Change	
	28,000	28,000	0	County's share of State Employee's salary and benefits
	2,705	2,705	0	Envirothon funding
	30,705	30,705	0	

# DIVISION STAFF SUMMARY

DEPARTMENT: CONSERVATION OF NATURAL RESOURCES

DIVISION: SOIL CONSERVATION

Index No. 633000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrator	1.00	80,000	1.00	80,000	1.00	80,000
Engineering Associate II	1.00	67,200	2.00	104,500	2.00	104,500
Engineering Associate III	1.00	56,180	1.00	56,180	1.00	56,180
Engineering Associate IV	1.00	23,700	0.00	0	0.00	0
<b>Total Full Time Salaries</b>	<u>4.00</u>	<u>227,080</u>	<u>4.00</u>	<u>240,680</u>	<u>4.00</u>	<u>240,680</u>
<b>Salary Offset</b>		<u>0</u>		<u>(18,650)</u>		<u>0</u>
<b>Salary Total</b>	<u><b>4.00</b></u>	<u><b>227,080</b></u>	<u><b>4.00</b></u>	<u><b>222,030</b></u>	<u><b>4.00</b></u>	<u><b>240,680</b></u>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		20,564		28,864		21,661
Workers' Compensation		2,182		1,054		1,357
Health Benefits		43,952		41,293		50,237
FICA		19,185		16,986		18,412
Miscellaneous		<u>560</u>		<u>490</u>		<u>560</u>
<b>TOTAL OTHER PERSONAL SERVICES</b>		<b>86,443</b>		<b>88,687</b>		<b>92,227</b>
<b>TOTAL 27TH PAY COST</b>		<u>0</u>		<u>10,303</u>		<u>0</u>
<b>TOTAL PERSONAL SERVICES</b>	<u><b>4.00</b></u>	<u><b>313,523 *</b></u>	<u><b>4.00</b></u>	<u><b>321,020</b></u>	<u><b>4.00</b></u>	<u><b>332,907</b></u>

\* FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

## SOIL CONSERVATION OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To reduce the nutrient & sediment loads from entering waters by ensuring the complete implementation of Agricultural Best Management Practices (BMP's).

### **Department Objective**

To maintain a consistent level of BMP installation and increase the number of acres covered by a Soil & Water Quality Conservation Plan; in order to annually meet the requirements set forth by the two year milestones associated with the Watershed Implementation Plan (WIP) and the Chesapeake Bay Initiative.

### **County Goal(s) Supported**

V. Environmental Stewardship

VI. Quality Living

Measure*	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated County funded	N/A	N/A	N/A	\$355,325	\$367,212
Number of staff County funded	N/A	N/A	N/A	5	5
<b><u>Output:</u></b>					
Number of BMP's installed	N/A	N/A	N/A	190	100
Number of Soil Conservation plans written*	N/A	N/A	N/A	120	120
Number of acres covered by Soil Conservation plans* *(Includes first time and updated plans)	N/A	N/A	N/A	9,740	7,000
<b><u>Efficiency:</u></b>					
Average number of hours spent per plan	N/A	N/A	N/A	24	24
<b><u>Service Quality:</u></b>					
Number of BMP requests on the waiting list	N/A	N/A	N/A	152	165
<b><u>Outcome:</u></b>					
Pounds of Nitrogen reduced from waters	N/A	N/A	N/A	9,174	9,000
Pounds of Phosphorus reduced from waters	N/A	N/A	N/A	1,340	1,200

### **Explanation and Analysis of Performance Measures**

The Harford Soil Conservation District (SCD) works one-on-one with Harford County's farming community and rural landowners to implement a broad range of BMP's throughout the County to reduce nutrient and sediment loads. These BMP's are conservation practices that accomplish the Chesapeake Bay nutrient reduction goals while balancing the needs of crop and livestock production. MDA and NRCS provides the tracking systems for all BMP's installed and Conservation Planning efforts. This information is provided directly to the Bay Model.

### **Major Related Plans and Policies**

The WIP has been drafted for Harford County to make efforts of meeting the Chesapeake Bay Initiative. The Ag sector reductions of nitrogen, phosphorous and sediment will be handled by the SCD. Certain BMP's will be the focus of implementation to achieve the reduction goals by 2025. Cover crop, ag waste storage facility, watering facility, heavy use area protection, riparian buffer, wetland restoration and stream bank protection are examples of BMP's that will reduce nutrient and sediment loads to waterway in the county.

\* New performance measures created in FY 12 Budget, previous tracking information unavailable.

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# OFFICE OF ECONOMIC DEVELOPMENT



## ECONOMIC DEVELOPMENT

### ORIGIN/PURPOSE:

The Office of Economic Development was created by Harford County Code Chapter 9, Article XXXI, Section 186, Bill No. 78-3 and amended by Bill No. 79-11 to advance the general economic welfare of the citizens of Harford County.

The Office of Economic Development and its Economic Development Advisory Board market the County as an area for new business to relocate; strengthen expansion of resident industry and small businesses; explore programs that create job and career opportunities for County residents; and expand availability of financial resources for industry and small business.

A Tourism and Marketing division was established in FY 2007 to concentrate on the promotion of Harford County, Maryland.

### MISSION STATEMENT:

FACILITATE BUSINESS INVESTMENT AND JOB CREATION TO EXPAND LOCAL TAX BASE, FOSTER DIVERSE/SUSTAINABLE ECONOMY AS WELL AS IMPROVING THE ECONOMIC AND QUALITY OF LIFE OF HARFORD COUNTY THROUGH TOURISM DEVELOPMENT

### FY '12 - '13 KEY GOALS

- 1 GENERATE HIGH VALUE EMPLOYMENT FOR HARFORD COUNTY RESIDENTS AND SUPPORT TAX REVENUE
- 2 INCREASE JOB OPPORTUNITIES AND BUSINESS INVESTMENT WITHIN THE EDGEWOOD/JOPPA AND GREATER ABERDEEN/HAVRE DE GRACE ENTERPRISE ZONES
- 3 UTILIZE FINANCING RESOURCES TO FACILITATE BUSINESS GROWTH AND INVESTMENT
- 4 FACILITATE GROWTH OF TECHNOLOGY-RELATED INDUSTRY
- 5 IMPROVE ECONOMIC ACTIVITY AND QUALITY OF LIFE WITHIN HARFORD COUNTY BY INCREASING TOURISM & MARKETING DOLLARS

## ECONOMIC DEVELOPMENT

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	1,082,869	1,196,845	1,418,291	1,595,295	1,595,295
20	CONTRACTUAL SERVICES	507,926	452,983	470,209	471,209	471,209
30	SUPPLIES & MATERIALS	72,350	57,655	56,300	55,300	55,300
40	BUSINESS & TRAVEL	44,085	42,896	43,900	44,900	44,900
70	MISCELLANEOUS	474,592	411,592	250,500	315,500	315,500
80	INTERGOVERNMENTAL	9,941	9,387	2,500	2,500	2,500
	<b>GRAND TOTAL</b>	<b><u>2,191,763</u></b>	<b><u>2,171,358</u></b>	<b><u>2,241,700</u></b>	<b><u>2,484,704</u></b>	<b><u>2,484,704</u></b>

### **SUMMARY BY FUND:**

11	GENERAL	<u>2,191,763</u>	<u>2,171,358</u>	<u>2,241,700</u>	<u>2,484,704</u>	<u>2,484,704</u>
	<b>GRAND TOTAL</b>	<b><u>2,191,763</u></b>	<b><u>2,171,358</u></b>	<b><u>2,241,700</u></b>	<b><u>2,484,704</u></b>	<b><u>2,484,704</u></b>

### **SUMMARY BY DIVISION:**

651000	OFFICE OF ECONOMIC DEVELOPMENT	1,967,993	1,974,345	2,047,613	2,299,187	2,299,187
652000	TOURISM & MARKETING	<u>223,770</u>	<u>197,013</u>	<u>194,087</u>	<u>185,517</u>	<u>185,517</u>
	<b>GRAND TOTAL</b>	<b><u>2,191,763</u></b>	<b><u>2,171,358</u></b>	<b><u>2,241,700</u></b>	<b><u>2,484,704</u></b>	<b><u>2,484,704</u></b>

## ECONOMIC DEVELOPMENT

### FINANCIAL NOTES:

The \$243,004 net increase in funding for Economic Development is the result of:

	FY 12	FY 13	CHANGE	
o	907,684	1,018,951	111,267	Full Time Salaries
			9,912	Salary adjustments based on the recommendations of the Department of Human Resources
			<u>101,355</u>	Salary Offset - three (3) positions created in FY 12 and offset for 1/2 year due to grant ending during FY 12,
			<u>111,267</u>	positions will be fully funded for FY 13
o		31,977	31,977	Administrative Assistant II converted from part-time to full-time due to workload:
			# of Positions	Salary
			(0.60)	(31,612)
			1.00	60,000
			<u>0.40</u>	<u>28,388</u>
				Fringes
				(24,718)
				28,307
				<u>31,977</u>
o		75,234	75,234	Position transferred into Office of Economic Development from Information & Communication Technology :
			# of Positions	Salary
			1.00	48,819
				Fringes
				26,415
				Total
				75,234
				Administrative Specialist I
o	43,553	0	(43,553)	One-time FY 12 funds provided for 27th pay
o	232,788	240,849	8,061	Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	122,109	95,815	(26,294)	Pension/Retirement rate adjustments per Treasury's estimates
o	7,554	19,143	11,589	Workers' Compensation rate adjustments per Treasury's estimates
o	70,961	79,474	8,513	FICA adjustment
o	125,092	130,092	5,000	Other Advertising - transferred from Grants & Contribution for Special Agricultural Events

## ECONOMIC DEVELOPMENT

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE	
o	293,767	289,767	(4,000)	Other Professional Services:
	FY 12	FY 13	Change	
	2,500	2,500	0	Manufacturer & Distribution Council Support
	235,000	70,000	(165,000) **	Technology Master Plan - incubator program
	3,000	3,000	0	School to Career Technology Initiative
	52,267	102,267	50,000	Contractual Consultant/Marketing Services
	0	16,000	16,000	To align future needs for the next round of BRAC
	0	5,000	5,000 *	Economic Development Association
	0	20,000	20,000 *	Economic Alliance of Greater Baltimore
	0	50,000	50,000 *	Army Alliance
	0	10,000	10,000 *	Northeast Md. Technical Council
	0	10,000	10,000 *	Small Business Development Center
	1,000	1,000	0	Tourism
	<u>293,767</u>	<u>289,767</u>	<u>(4,000)</u>	<i>*funding transferred from Grants &amp; Contributions</i>
				<i>**transferred to Grants &amp; Contributions for HBIC</i>
o	61,125	61,125	0	Line items significantly adjusted, based on actual expense history and state of the economy:
	FY 12	FY 13	Change	
	14,000	12,000	(2,000)	Printing Commercial
	5,000	6,750	1,750	Delivery Charges
	5,900	4,900	(1,000)	General Office Mailing
	13,500	12,750	(750)	Other Food Supplies
	4,900	5,900	1,000	Audio Visual Supplies
	2,000	2,800	800	Fuel Charges
	200	400	200	Non-Targeted Charges - FVS
	5,625	6,325	700	Membership Fees & Dues
	10,000	9,300	(700)	Training Seminars
	<u>61,125</u>	<u>61,125</u>	<u>0</u>	

## ECONOMIC DEVELOPMENT

### FINANCIAL NOTES:

	FY 12	FY 13	CHANGE
o	250,500	185,000	(65,500) Grants & Contributions:

Title	FY 12	FY 13	Change
Economic Alliance of Greater Baltimore *	20,000	0	(20,000)
Workforce Development Training**	100,000	0	(100,000)
Northeast Maryland Tech Council*	10,000	0	(10,000)
Economic Development Opportunity Fund**	28,000	0	(28,000)
Susquehanna Workforce Development	20,000	20,000	0
Army Alliance with APG*	50,000	0	(50,000)
Edgewood Micro Enterprise Fund**	2,500	0	(2,500)
Md Econ Dev Assoc*	5,000	0	(5,000)
Small Business Dev. Ctr.*	10,000	0	(10,000)
Harford Business Innovation Center (HBIC)****	0	165,000	165,000
Agricultural Grant for events***	5,000	0	(5,000)
TOTAL	250,500	185,000	(65,500)

\*Transferred to Other Professional Services

\*\*Transferred to Other Grants

\*\*\*Transferred to Other Advertising

\*\*\*\*Transferred from Other Professional Services

o	0	130,500	130,500	Other Grants - funding transferred from Grants & Contributions for better accountability:
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100,000	Workforce Development Training
28,000	Economic Development Opportunity Fund
2,500	Chesapeake Science & Security Corridor (CSSC) Micro Enterprise Fund*
130,500	*previously Edgewood Micro Enterprise Fund

**DEPARTMENT STAFF SUMMARY**

**ECONOMIC DEVELOPMENT - GENERAL FUND**

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	0.00	0	1.00	48,000	1.00	48,000
Administrative Assistant II	2.00	76,432	2.00	76,432	1.00	37,300
Administrative Secretary III	1.00	56,136	1.00	56,136	1.00	56,136
Administrative Specialist I	1.00	61,351	1.00	61,351	4.00	211,259
Administrator	0.00	0	1.00	94,744	1.00	94,744
Dep. Director of Economic Development	1.00	93,315	1.00	93,315	1.00	93,315
Director of Economic Development	1.00	121,217	1.00	121,217	1.00	121,217
Economic Development Associate	4.00	283,741	6.00	391,707	4.00	265,084
Senior Economic Development Associate	1.00	66,137	1.00	66,137	3.00	200,715
<b>FULL-TIME SALARIES</b>	11.00	758,329	15.00	1,009,039	17.00	1,127,770
<b>SALARY OFFSET</b>		0		(101,355)		0
<b>TOTAL FULL-TIME SALARIES</b>	11.00	758,329	15.00	907,684	17.00	1,127,770
<b>PART-TIME SALARIES</b>						
Administrative Assistant II	0.60	31,612	0.60	31,612	0.00	0
<b>TOTAL PART-TIME SALARIES</b>	0.60	31,612	0.60	31,612	0.00	0
<b>SALARY TOTAL</b>	<b>11.60</b>	<b>789,941</b>	<b>15.60</b>	<b>939,296</b>	<b>17.00</b>	<b>1,127,770</b>

# DEPARTMENT STAFF SUMMARY

## ECONOMIC DEVELOPMENT - GENERAL FUND

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Pension & Retirement		64,775		122,109		101,499
Workers' Compensation		10,044		7,554		19,330
Health Benefits		164,979		232,788		258,935
FICA		59,536		70,961		85,381
Miscellaneous		1,680		2,030		2,380
<b>TOTAL OTHER PERSONAL SERVICES</b>		301,014		435,442		467,525
<b>TOTAL 27TH PAY COST</b>		0		43,553		0
<b>TOTAL PERSONAL SERVICES</b>	<b>11.60</b>	<b>1,090,955 *</b>	<b>15.60</b>	<b>1,418,291</b>	<b>17.00</b>	<b>1,595,295</b>

\*FY 11 Salaries and Other Professional Services are Enacted not Audited amounts

**DEPARTMENT: ECONOMIC DEVELOPMENT****DIVISION: Office of Economic Development****INDEX: 651000**

The Office of Economic Development was created by Harford County Code Chapter 9, Article XXXI, Section 186, Bill No. 78-3 and amended by Bill No. 79-11 to advance the general economic welfare of the citizens of Harford County.

The Office of Economic Development and its Economic Development Advisory Board market the County as an area for new business to relocate; strengthen expansion of resident industry and small businesses; explore programs that create job and career opportunities for County residents; and expand availability of financial resources for industry and small business.

**FY '12 - '13 KEY GOALS:**

- 1 GENERATE HIGH VALUE EMPLOYMENT FOR HARFORD COUNTY RESIDENTS AND SUPPORT TAX REVENUE
- 2 INCREASE JOB OPPORTUNITIES AND BUSINESS INVESTMENT WITHIN THE EDGEWOOD/JOPPA AND GREATER ABERDEEN/HAVRE DE GRACE ENTERPRISE ZONE
- 3 UTILIZE FINANCING RESOURCES TO FACILITATE BUSINESS GROWTH AND INVESTMENT
- 4 FACILITATE GROWTH OF TECHNOLOGY-RELATED INDUSTRY

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	988,956	1,092,266	1,316,546	1,497,120	1,497,120
20	CONTRACTUAL SERVICES	501,107	448,127	410,117	411,117	411,117
30	SUPPLIES & MATERIALS	49,484	37,632	39,400	37,400	37,400
40	BUSINESS & TRAVEL	33,505	34,933	33,550	35,550	35,550
70	MISCELLANEOUS	385,000	352,000	245,500	315,500	315,500
80	INTERGOVERNMENTAL	9,941	9,387	2,500	2,500	2,500
	<b>GRAND TOTAL</b>	<b>1,967,993</b>	<b>1,974,345</b>	<b>2,047,613</b>	<b>2,299,187</b>	<b>2,299,187</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	1,967,993	1,974,345	2,047,613	2,299,187	2,299,187
	<b>GRAND TOTAL</b>	<b>1,967,993</b>	<b>1,974,345</b>	<b>2,047,613</b>	<b>2,299,187</b>	<b>2,299,187</b>

**DEPARTMENT: ECONOMIC DEVELOPMENT****DIVISION: Office of Economic Development****INDEX: 651000****FINANCIAL NOTES:**

The \$251,574 net increase in funding for Economic Development - Office of Economic Development is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	837,378	946,536	109,158	Full Time Salaries
			7,803	Salary adjustments based on the recommendations of the Department of Human Resources
			<u>101,355</u>	Salary Offset - three (3) positions created in FY 12 and offset for 1/2 year due to grant ending during FY 12,
			<u>109,158</u>	restoring funding in FY 13
o		31,977	31,977	Administrative Assistant II converted from part-time to full-time due to workload:
			# of Positions	Salary
			(0.60)	(31,612)
			1.00	60,000
			<u>0.40</u>	<u>28,388</u>
				Fringes
				(24,718)
				28,253
				<u>3,535</u>
				Total
				(56,330)
				<u>88,307</u>
				<u>31,977</u>
o		75,234	75,234	Position transferred into Office of Economic Development from Information & Communication Technology :
			# of Positions	Salary
			1.00	48,819
				Fringes
				26,415
				Total
				75,234
				Administrative Specialist I
o	40,290	0	(40,290)	One-time FY 12 funds provided for 27th pay
o	221,133	229,234	8,101	Health Benefits - adjusted for an anticipated 5% cost increase and staff opting for changes in level of coverage
o	112,969	89,298	(23,671)	Pension/Retirement rate adjustments per Treasury's estimates
o	5,691	17,195	11,504	Workers' Compensation rate adjustments per Treasury's estimates
o	65,583	73,934	8,351	FICA adjustment

**DEPARTMENT: ECONOMIC DEVELOPMENT****DIVISION: Office of Economic Development****INDEX: 651000****FINANCIAL NOTES:**

	FY 12	FY 13	CHANGE	
o	17,200	17,200	0	Line items significantly adjusted, based on actual expense history:
		FY 12	FY 13	Change
		9,000	7,000	(2,000)
		6,000	7,000	1,000
		2,000	2,800	800
		200	400	200
		<u>17,200</u>	<u>17,200</u>	<u>0</u>
o	70,500	75,500	5,000	Other Advertising - transferred from Tourism for Special Events for better accountability
o	292,767	288,767	(4,000)	Other Professional Services:
		FY 12	FY 13	Change
		2,500	2,500	0
		235,000	70,000	(165,000) **
		3,000	3,000	0
		52,267	102,267	50,000
		0	16,000	16,000
		0	5,000	5,000 *
		0	20,000	20,000 *
		0	50,000	50,000 *
		0	10,000	10,000 *
		0	10,000	10,000 *
		<u>292,767</u>	<u>288,767</u>	<u>(4,000)</u>
				Manufacturer & Distribution Council Support
				Technology Master Plan - incubator program
				School to Career Technology Initiative
				Contractual Consultant/Marketing Services
				To align future needs for the next round of BRAC
				Economic Development Association
				Economic Alliance of Greater Baltimore
				Army Alliance
				Northeast Md. Technical Council
				Small Business Development Center
				*funding transferred from Grants & Contributions
				**transferred to Grants & Contributions for HBIC

**DEPARTMENT: ECONOMIC DEVELOPMENT****DIVISION: Office of Economic Development****INDEX: 651000****FINANCIAL NOTES:****FY 12      FY 13      CHANGE**

o      245,500      185,000      (60,500) Grants & Contributions:

Title	FY 12	FY 13	Change
Economic Alliance of Greater Baltimore *	20,000	0	(20,000)
Workforce Development Training**	100,000	0	(100,000)
Northeast Maryland Tech Council*	10,000	0	(10,000)
Economic Development Opportunity Fund**	28,000	0	(28,000)
Susquehanna Workforce Development	20,000	20,000	0
Army Alliance with APG*	50,000	0	(50,000)
Edgewood Micro-Enterprise Fund**	2,500	0	(2,500)
Md Econ Development Association*	5,000	0	(5,000)
Small Business Development Center*	10,000	0	(10,000)
Harford Business Innovation Center (HBIC)***	0	165,000	165,000
TOTAL	245,500	185,000	(60,500)

\*Transferred to Other Professional Services

\*\*Transferred to Other Grants

\*\*\*Transferred from Other Professional Services

o      0      130,500      130,500 Other Grants - funding transferred from Grants & Contributions for better accountability:

100,000	Workforce Development Training
28,000	Economic Development Opportunity Fund
2,500	Chesapeake Science & Security Corridor (CSSC) Micro Enterprise Fund*
130,500	*previously Edgewood Micro Enterprise Fund

# DIVISION STAFF SUMMARY

DEPARTMENT: ECONOMIC DEVELOPMENT  
DIVISION: OFFICE OF ECONOMIC DEVELOPMENT

Index No. 651000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Administrative Assistant I	0.00	0	1.00	48,000	1.00	48,000
Administrative Assistant II	2.00	76,432	2.00	76,432	1.00	37,300
Administrative Secretary III	1.00	56,136	1.00	56,136	1.00	56,136
Administrative Specialist I	1.00	61,351	1.00	61,351	4.00	211,259 A
Administrator	0.00	0	1.00	94,744	1.00	94,744
Dep. Director of Economic Development	1.00	93,315	1.00	93,315	1.00	93,315
Director of Economic Development	1.00	121,217	1.00	121,217	1.00	121,217
Economic Development Associate	3.00	213,435	5.00	321,401	3.00	192,669
Senior Economic Development Associate	1.00	66,137	1.00	66,137	3.00	200,715 B
<b>FULL-TIME SALARIES</b>	10.00	688,023	14.00	938,733	16.00	1,055,355
<b>SALARY OFFSET</b>		0		(101,355)		0 C
<b>TOTAL FULL-TIME SALARIES</b>	10.00	688,023	14.00	837,378	16.00	1,055,355
<b>PART-TIME SALARIES</b>						
Administrative Assistant II	0.60	31,612	0.60	31,612	0.00	0
<b>TOTAL PART-TIME SALARIES</b>	0.60	31,612	0.60	31,612	0.00	0
<b>SALARY TOTAL</b>	<b>10.60</b>	<b>719,635</b>	<b>14.60</b>	<b>868,990</b>	<b>16.00</b>	<b>1,055,355</b>

# DIVISION STAFF SUMMARY

DEPARTMENT: ECONOMIC DEVELOPMENT  
DIVISION: OFFICE OF ECONOMIC DEVELOPMENT

Index No. 651000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		59,010		112,969		94,982
Workers' Compensation		7,471		5,691		17,382
Health Benefits		154,809		221,133		247,320
FICA		54,158		65,583		79,841
Miscellaneous		1,540		1,890		2,240
<b>TOTAL OTHER PERSONAL SERVICES</b>		276,988		407,266		441,765
<b>TOTAL 27TH PAY COST</b>		0		40,290		0
<b>TOTAL PERSONAL SERVICES</b>	<b>10.60</b>	<b>996,623 *</b>	<b>14.60</b>	<b>1,316,546</b>	<b>16.00</b>	<b>1,497,120</b>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) part-time Administrative Assistant II position abolished, created one (1) full-time Administrative Specialist I - #0729

One (1) Administrative Assistant II reclassified as an Administrative Specialist I - #1484

B - Two (2) Economic Development Associates upgraded to Senior Economic Development Associates - #0688 & #1662

C - Three (3) positions partially funded by a grant in FY 12 will be fully funded in FY 13 due to grant ending in FY 12, Administrator - #1661,  
Economic Development Associate - #0182 and Administrative Assistant I - #1578

## OFFICE OF ECONOMIC DEVELOPMENT OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To utilize financing resources to facilitate business growth and investment.

### **Department Objective**

To provide financial assistance, consult with, advise, and educate the financial and business community on the capital opportunities available to Harford County businesses in support of new investment, redevelopment, business retention and job creation.

### **County Goal(s) Supported**

IV. Economic Opportunity

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$75,000	\$75,000	\$75,000	\$28,000	\$28,000
Number of staff	1	1	1	1	1
<b><u>Output:</u></b>					
Number of new Economic Development Opportunity Loan Fund applications	4	5	1	3	5
Number of meetings with prospective clients and existing businesses	98	105	25	30	50
<b><u>Efficiency:</u></b>					
Amount of time to process loan applications and loans	180 days	90 days	120 days	120 days	120 days
<b><u>Service Quality:</u></b>					
Percent of client contacts that are followed-up within 24 hour	90%	100%	100%	100%	100%
<b><u>Outcome:</u></b>					
Number of Economic Development Opportunity Loan applications processed	2	1	2	3	5

### **Explanation and Analysis of Performance Measures**

The development, implementation, administration and growth of loan funds, with the resulting applications and loans, is tied to the interest rate environment in the marketplace and subject to the creditworthiness of applicants. The willingness of financial institutions to accept risk associated with business financing is a deciding factor. It is important to originate and sustain a moderate number of loans annually to manage the capital base and maintain portfolio quality, which in turn demonstrates the County's commitment to solid underwriting standards and financial incentives for businesses of all sizes.

## OFFICE OF ECONOMIC DEVELOPMENT OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To increase job opportunities and business investment within the Edgewood/Joppa and Greater Aberdeen/Havre de Grace Enterprise Zones.

### **Department Objective**

To create opportunities for qualified resident businesses, including industrial and commercial/retail/service, to apply for potential Enterprise Zone tax credits by developing new jobs, constructing new facilities, and expanding or revitalizing existing facilities.

### **County Goal(s) Supported**

IV. Economic Opportunity

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated*	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000
Number of staff	1	1	1	1	1
<b><u>Output:</u></b>					
Total number of inquiries regarding Enterprise Zone real property and/or income tax certification	75	50	70	50	50
<b><u>Efficiency:</u></b>					
Percent of Enterprise Zone inquiries that received follow-up calls	100%	100%	100%	100%	100%
<b><u>Service Quality:</u></b>					
Number of inquiries that had additional follow-up after initial contact	19	25	35	25	25
<b><u>Outcome:</u></b>					
Number of businesses obtaining Enterprise Zone real property and/or income tax credits	12	4	7	5	5
Capital Investments	\$61,009,194	\$27,356,400	\$82,639,964	\$25,000,000	\$15,000,000
Number of full time jobs created	244	520	960	200	150
Number of part time jobs created	23	4	657	10	5

### **Explanation and Analysis of Performance Measures**

The Office of Economic Development is charged with developing programs that create job opportunities for County residents and support resident business expansions throughout the County as part of the focus on revitalizing business areas.

\* Dollars allocated in budget for Work Force Training Grants

## OFFICE OF ECONOMIC DEVELOPMENT OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To facilitate growth of technology-related industry.

### **Department Objective**

To foster growth of tech-related industry and facilitate collaboration with Aberdeen Proving Ground and the education community.

### **County Goal(s) Supported**

IV. Economic Opportunity

Measure	Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2013
<b><u>Input:</u></b>					
Dollars allocated	\$200,000	\$220,000	\$235,000	\$235,000	\$235,000
Number of staff	1	1	1	1	1
<b><u>Output:</u></b>					
Number of technology companies serviced, including incubator companies and defense contractors	22	47	26*	20*	25*
Number of expanding resident technology companies	12	11	8*	5	12*
Number of technology related workshops held *(Previously tracked as both new and expanding technology companies)	3	2**	8**	7	12**
<b><u>Efficiency:</u></b>					
Cost of conducting technology workshops	\$3,700	\$2,900	\$5,600	\$4,500	\$6,000
<b><u>Service Quality:</u></b>					
Percent of contacts from resident companies and company prospects responded to within 24 hours	90%	95%	92%	90%	95%
<b><u>Outcome:</u></b>					
Number of high value jobs created	175	220	140***	210	200

\*Number is lower due to delay of contracts, Federal budget uncertainty and implementation of BRAC complete

\*\* More workshops held through Harford Business Innovation Center and partnering with Procurement technical assistance program

\*\*\* Part-time Resource Manager at the Harford Business Innovation Center

### **Explanation and Analysis of Performance Measures**

Recruitment of technology companies, to include defense contractors, will provide higher wages for our citizens and establish our county as center for technology excellence.

### **Major Related Plans and Policies**

Technology Development Master Plan - 2002; Technology Optimization Action Plan - 2008; Water and Sewer Master Plan; BRAC Planning & Action Committee (BPAC) Recommendations - 2006 Harford Business Innovation Center (executed Incubator Plan) - 2009, Venture Capital and Angel Reports, 2011

**DEPARTMENT: ECONOMIC DEVELOPMENT****DIVISION: Tourism & Marketing****INDEX: 652000****ORIGIN / PURPOSE:**

The Tourism and Marketing division was established in FY 2007 to concentrate on the promotion of Harford County, Maryland. The implementation of an advertising campaign and web site has been initiated to assist with the promotion of the County. Marketing will take place in the areas of sporting events/facilities as well as local events.

**FY '12 - '13 KEY GOAL & OBJECTIVES****5 IMPROVE ECONOMIC ACTIVITY AND QUALITY OF LIFE WITHIN HARFORD COUNTY BY INCREASING TOURISM & MARKETING DOLLARS**

- o Increase total annual person visits to Harford County
- o Increase total group businesses in Harford County facilities
- o Increase website visits to [www.harfordmaryland.com](http://www.harfordmaryland.com)
- o Increase free positive editorial coverage on Harford County

**ALL FUND SUMMARY:**

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONAL SERVICES	93,913	104,579	101,745	98,175	98,175
20	CONTRACTUAL SERVICES	6,819	4,856	60,092	60,092	60,092
30	SUPPLIES & MATERIALS	22,866	20,023	16,900	17,900	17,900
40	BUSINESS & TRAVEL	10,580	7,963	10,350	9,350	9,350
70	MISCELLANEOUS	89,592	59,592	5,000	0	0
	<b>GRAND TOTAL</b>	<b>223,770</b>	<b>197,013</b>	<b>194,087</b>	<b>185,517</b>	<b>185,517</b>
<b><u>FUNDING SOURCE:</u></b>						
11	GENERAL	223,770	197,013	194,087	185,517	185,517
	<b>GRAND TOTAL</b>	<b>223,770</b>	<b>197,013</b>	<b>194,087</b>	<b>185,517</b>	<b>185,517</b>

**DEPARTMENT: ECONOMIC DEVELOPMENT****DIVISION: Tourism & Marketing****INDEX: 652000****FINANCIAL NOTES:**

The (\$8,570) net decrease in funding for Economic Development - Tourism & Marketing is the result of:

	<b>FY 12</b>	<b>FY 13</b>	<b>CHANGE</b>	
o	70,306	72,415	2,109	Full Time Salaries
			2,109	Salary adjustments based on the recommendations of the Department of Human Resources
o	3,263	0	(3,263)	One-time FY 12 funds provided for 27th pay
o	9,140	6,517	(2,623)	Pension/Retirement rate adjustments per Treasury's estimates
o	5,378	5,540	162	FICA adjustment
o	18,800	18,800	0	Line items significantly changed based on actual expense history:
	FY 12	FY 13	Change	
	2,000	3,750	1,750	Delivery Charges
	3,500	2,500	(1,000)	General Office Mailing
	1,500	750	(750)	Other Food Supplies
	3,500	4,500	1,000	Audio Visual Supplies
	3,000	2,000	(1,000)	Lodging
	1,300	2,000	700	Membership Fees & Dues
	4,000	3,300	(700)	Training Seminars
	<u>18,800</u>	<u>18,800</u>	<u>0</u>	
o	5,000	0	(5,000)	Grants & Contributions - funding for special events transferred to Office of Economic Development

# DIVISION STAFF SUMMARY

DEPARTMENT: ECONOMIC DEVELOPMENT  
DIVISION: TOURISM & MARKETING

Index No. 652000

POSITION TITLE	ENACTED FY 11		ENACTED FY 12		ENACTED FY 13	
	POSITIONS	SALARIES	POSITIONS	SALARIES	POSITIONS	SALARIES
Economic Development Associate	<u>1.00</u>	<u>70,306</u>	<u>1.00</u>	<u>70,306</u>	<u>1.00</u>	<u>72,415</u>
<b>SALARY TOTAL</b>	<u><b>1.00</b></u>	<u><b>70,306</b></u>	<u><b>1.00</b></u>	<u><b>70,306</b></u>	<u><b>1.00</b></u>	<u><b>72,415</b></u>
<b>OTHER PERSONAL SERVICES</b>						
Pension & Retirement		5,765		9,140		6,517
Workers' Compensation		2,573		1,863		1,948
Health Benefits		10,170		11,655		11,615
FICA		5,378		5,378		5,540
Miscellaneous	<u></u>	<u>140</u>	<u></u>	<u>140</u>	<u></u>	<u>140</u>
<b>TOTAL OTHER PERSONAL SERVICES</b>		24,026		28,176		25,760
<b>TOTAL 27TH PAY COST</b>	<u></u>	<u>0</u>	<u></u>	<u>3,263</u>	<u></u>	<u>0</u>
<b>TOTAL PERSONAL SERVICES</b>	<u><b>1.00</b></u>	<u><b>94,332 *</b></u>	<u><b>1.00</b></u>	<u><b>101,745</b></u>	<u><b>1.00</b></u>	<u><b>98,175</b></u>

\*FY 11 Salaries and Other Personal Services are Enacted not Audited amounts

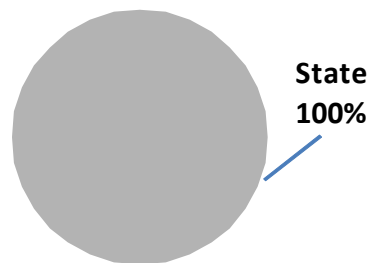
# FY13 Anticipated Grant Award Dollars

(July 1, 2012 to June 30, 2013)

## OFFICE OF ECONOMIC DEVELOPMENT\*\*

*\*\* All anticipated grants reported by Susquehanna Workforce Network, Inc.*

### % of Anticipated Grant Dollars by Funder



# of Anticipated Grant Awards: 4

Federal	0
State	4
State/Other	0
Other	0

### Anticipated Grant Award Dollars (\$1,020,756)\*

\$1,020,756



State

*Requested County Match \$0*

*\* Does not include County Match or Capital Projects*

Harford County accepts grant dollars from the Department of Labor, Licensing and Regulation, flowing through Susquehanna Workforce Network, Inc. Anticipated State funds will be used to support the Workforce Investment Act operations and activities in accordance with the Susquehanna Region's Workforce Investment Act Five Year Plan, along with providing Rapid Response activities for dislocated worker events. This service will help facilitate a return to employment for impacted workers. These services will include core, intensive and training services not supported by existing resources. The anticipated funding for the Early Intervention Specialist grant will be utilized to cover the costs associated with a position that will enhance the direct delivery of reemployment services and assistance.

Office of Economic Development** - Anticipated FY13 Grants							
TITLE OF GRANT	GRANT PURPOSE	Source of Anticipated Funding				Grant Dates	
		Federal	State	Other	County Match		
Early Intervention	Grant funds will be utilized to cover the costs associated with the Early Intervention Specialist. This position will enhance the direct delivery of reemployment services and assistance. All expenditures will be made in accordance with the Susquehanna Region's Workforce Investment Act Five Year Plan.		\$72,182			7/1/12	6/30/13
ARRA Rapid Response	This grant funds activities for dislocated worker events. Susquehanna Workforce Network will provide services to help facilitate a return to employment for impacted workers. These services will include core, intensive and training services not supported by existing resources.		\$133,790			7/1/12	6/30/13
Youth Connection	Anticipated grant funds will be used to develop, match and evaluate job placement for eligible youths.		\$6,079			7/1/12	9/30/13
Workforce Investment Act	The Susquehanna Region's Program Formula Allocation will be utilized to support Workforce Investment Act operations and activities in accordance with the Susquehanna Region's Workforce Investment Act Five Year Plan.		\$808,705			7/1/12	6/30/14
<b>TOTAL ANTICIPATED GRANT AWARDS W/O COUNTY MATCH</b>	<b>\$1,020,756</b>						
<b>**All anticipated grants reported by Susquehanna Workforce Network, Inc.</b>							

## DEBT SERVICE

### ORIGIN/PURPOSE:

Debt management is an important component of the County's financial management practices. The County will issue General Obligation bonds to finance the capital portion of tax supported general public purpose governmental activities with libraries, schools, public safety buildings, and water & sewer projects being the most common uses of bond proceeds.

The Debt Service account includes the amounts necessary to pay the principal and the interest on outstanding indebtedness, to include the sale of bonds, short-term financing, and lease finance. In addition, all costs associated with bond sales, issues, and controls are also appropriated here.

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
20	CONTRACTUAL SERVICES	155,832	171,913	386,000	249,000	249,000
30	SUPPLIES & MATERIALS	0	0	31,800	0	0
40	BUSINESS & TRAVEL	0	0	100	0	0
60	DEBT SERVICE	83,173,057	62,336,549	75,156,558	73,708,018	73,708,018
70	MISCELLANEOUS	37,658	0	0	0	0
	<b>GRAND TOTAL</b>	<b>83,366,547</b>	<b>62,508,462</b>	<b>75,574,458</b>	<b>73,957,018</b>	<b>73,957,018</b>
<b><u>SUMMARY BY FUND:</u></b>						
11	GENERAL	61,740,769	38,811,545	50,538,252	48,260,231	48,260,231
25	HIGHWAYS	623,274	621,792	1,189,886	679,515	679,515
27	AG PRESERVATION - COUNTY	4,292,992	4,065,938	4,247,308	6,324,868	6,324,868
31	TAX INCREMENT FINANCING	0	1,146,834	1,825,000	1,100,000	1,100,000
53	WATER & SEWER DEBT SERVICE	14,037,696	15,282,737	15,126,946	15,474,439	15,474,439
55	SOLID WASTE SERVICES	2,671,816	2,579,616	2,647,066	2,117,965	2,117,965
	<b>GRAND TOTAL</b>	<b>83,366,547</b>	<b>62,508,462</b>	<b>75,574,458</b>	<b>73,957,018</b>	<b>73,957,018</b>

## DEBT SERVICE

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY DIVISION:</u></b>						
661110	PRINCIPAL GENERAL FUND	16,891,124	19,579,056	27,007,265	27,823,945	27,823,945
662110	INTEREST GENERAL FUND	11,758,675	16,178,655	19,081,608	19,050,500	19,050,500
664110	SERVICE COSTS GENERAL FUND	1,187,192	35,931	670,000	670,000	670,000
665110	LEASE FINANCE PRINCIPAL GENERAL FUND	2,723,808	2,827,324	3,634,104	678,046	678,046
666110	LEASE FINANCE INTEREST GENERAL FUND	294,096	190,579	145,275	37,740	37,740
667110	CURRENT / ADVANCE REFUNDING	28,885,874	0	0	0	0
661250	PRINCIPAL HIGHWAYS FUND	8,992	7,934	7,934	41,000	41,000
662250	INTEREST HIGHWAYS FUND	1,018	595	198	27,336	27,336
664250	SERVICE COSTS HIGHWAYS FUND	0	0	5,000	2,000	2,000
665250	LEASE FINANCE PRINCIPAL HIGHWAYS FUND	553,501	574,536	1,113,874	577,060	577,060
666250	LEASE FINANCE INTEREST HIGHWAYS FUND	59,763	38,727	62,880	32,119	32,119
661270	PRINCIPAL AG PRESERVATION - COUNTY	1,076,889	920,544	1,116,128	2,995,399	2,995,399
662270	INTEREST AG PRESERVATION - COUNTY	3,192,317	3,130,911	3,081,180	3,279,469	3,279,469
664270	SERVICE COSTS AG PRESERVATION - COUNTY	23,786	14,483	50,000	50,000	50,000
661310	PRINCIPAL TAX INCREMENT FINANCING	0	0	700,000	0	0
662310	INTEREST TAX INCREMENT FINANCING	0	0	1,120,000	1,050,000	1,050,000
664310	SERVICE COSTS TAX INCREMENT FINANCING	0	1,146,834	5,000	50,000	50,000
661530	PRINCIPAL W & S DEBT SERVICE FUND	10,066,642	10,382,118	9,036,098	9,388,779	9,388,779
662530	INTEREST W & S DEBT SERVICE FUND	3,350,569	4,698,915	5,400,602	5,465,676	5,465,676
664530	SERVICE COSTS W & S DEBT SERVICE FUND	550,224	131,443	422,000	422,000	422,000
665530	LEASE FINANCE PRINCIPAL W & S DEBT SERVICE	63,414	65,824	250,152	187,545	187,545
666530	LEASE FINANCE INTEREST W & S DEBT SERVICE	6,847	4,437	18,094	10,439	10,439
661550	PRINCIPAL SOLID WASTE SERVICES	1,200,000	1,260,000	1,330,000	1,400,000	1,400,000
662550	INTEREST SOLID WASTE SERVICES	349,650	286,650	220,500	150,675	150,675
664550	SERVICE COSTS SOLID WASTE SERVICES	0	0	100,000	100,000	100,000
665550	LEASE FINANCE PRINCIPAL SOLID WASTE MGT	932,177	891,001	900,160	414,370	414,370
666550	LEASE FINANCE INTEREST SOLID WASTE MGT	189,989	141,965	96,406	52,920	52,920
<b>GRAND TOTAL</b>		<b><u>83,366,547</u></b>	<b><u>62,508,462</u></b>	<b><u>75,574,458</u></b>	<b><u>73,957,018</u></b>	<b><u>73,957,018</u></b>

## DEPARTMENT: DEBT SERVICE

### DIVISION: Debt Service - 661110 Principal, 662110 Interest - General Funds

Harford County went to the bond market January 10, 2012 for a \$63,975,000 bond sale (\$55,000,000 in Consolidated Public Improvement Bonds - Series 2012A and \$8,975,000 in Refunding Bonds - Series 2012B). The County received the highest rating possible from two of the three investor services, making Harford County bond ratings: Fitch Ratings AAA, Standard and Poor's AA+, and Moody's Investors Service Aaa, as published in the County's Official Statement of January 10, 2012.

It is Harford County's practice to conduct an annual bond sale contingent on capital project needs and the economic conditions of the bond market. Prior to selling bonds, the County will issue Bond Anticipation Notes (short term financing) to start the construction of capital projects based on cash flow needs.

The following capital projects are included in the FY 13 Approved Capital Budget:

#### General Capital:

HMAN (Harford County Metro Area Network)	2,000,000
Humane Society	5,675,000
<b>Total General</b>	<b><u>7,675,000</u></b>

#### Sheriff/Emergency/Fire:

New Emergency Operations Center Complex	20,000,000
<b>Total Sheriff/Emergency/Fire</b>	<b><u>20,000,000</u></b>

#### Harford Community College:

New Nursing and Allied Health Building	2,890,000
Water and Wastewater	880,000
<b>Total Harford Community College</b>	<b><u>3,770,000</u></b>

#### Parks and Recreation:

Athletic Field Improvements	1,400,000
Churchville Complex Development	3,000,000
<b>Total Parks and Recreation</b>	<b><u>4,400,000</u></b>

#### Solid Waste Services

Solid Waste Transfer Station	500,000
<b>Total Solid Waste Services</b>	<b><u>500,000</u></b>

**TOTAL GENERAL FUND PROJECTS**

**36,345,000**

**DEPARTMENT: DEBT SERVICE****DIVISION: Debt Service - 661110 Principal, 662110 Interest - General Funds**

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b>PRINCIPAL PAYMENTS:</b>					
6101 County Bonds	6,656,266	7,110,424	7,727,395	7,499,922	7,499,922
6101 Current/Advance Refunding	28,885,874	0	0	0	0
6103 School Bonds	7,575,299	9,875,706	15,020,096	16,887,929	16,887,929
6105 College Bonds	1,193,864	1,270,095	1,266,915	1,831,502	1,831,502
6112 Notes	585,438	335,438	1,785,701	400,701	400,701
6114 Solid Waste Services	880,257	987,393	1,207,158	1,203,891	1,203,891
<b>TOTAL PRINCIPAL PAYMENTS</b>	<b>45,776,998</b>	<b>19,579,056</b>	<b>27,007,265</b>	<b>27,823,945</b>	<b>27,823,945</b>
<b>INTEREST PAYMENTS:</b>					
6201 County Bonds	3,108,231	3,283,614	3,737,216	3,759,324	3,759,324
6203 School Bonds	6,886,492	11,301,566	13,736,296	13,467,685	13,467,685
6205 College Bonds	1,107,345	712,305	703,461	931,860	931,860
6212 Notes	196,755	207,346	154,925	98,760	98,760
6214 Solid Waste Services	459,852	673,824	749,710	792,871	792,871
<b>TOTAL INTEREST PAYMENTS</b>	<b>11,758,675</b>	<b>16,178,655</b>	<b>19,081,608</b>	<b>19,050,500</b>	<b>19,050,500</b>
<b>TOTAL PAYMENTS</b>	<b>57,535,673</b>	<b>35,757,711</b>	<b>46,088,873</b>	<b>46,874,445</b>	<b>46,874,445</b>

HARFORD COUNTY, MARYLAND				
FY 13 GENERAL FUND PRINCIPAL & INTEREST PAYMENTS				
			PRINCIPAL	INTEREST
			6101	6201
COUNTY BONDS:				
	2003	Refunding Bonds	264,558	6,613
	2004	Bonds	1,111,180	76,394
	2005	Bonds	355,714	232,143
	2007	Bonds	1,539,989	1,061,892
	2009	Refunding Bonds	1,348,287	185,150
	2009	Bonds	277,333	348,660
	2010	Refunding Bonds	1,251,047	521,250
	2010	Series A	867,200	428,180
	2010	Series B	0	573,656
	2012	Refunding Bonds	864	2,853
	2012	Bonds	483,750	322,533
TOTAL COUNTY BONDS			7,499,922	3,759,324
			6103	6203
SCHOOL BONDS:				
	2003	Refunding Bonds	876,463	21,912
	2004	Bonds	459,681	31,603
	2005	Bonds	1,354,911	884,233
	2007	Bonds	3,295,456	2,272,367
	2009	Refunding Bonds	1,404,426	192,859
	2009	Bonds	2,682,667	3,372,615
	2010	Refunding Bonds	1,242,873	517,844
	2010	Series A	4,843,200	2,391,330
	2010	Series B	0	3,203,776
	2012	Refunding Bonds	35,503	117,263
	2012	Bonds	692,749	461,883
TOTAL SCHOOL BONDS			16,887,929	13,467,685
			6105	6205
COLLEGE BONDS:				
	2003	Refunding Bonds	118,238	2,956
	2004	Bonds	179,140	12,316
	2005	Bonds	136,093	88,816
	2007	Bonds	421,384	290,563
	2009	Refunding Bonds	268,458	36,865
	2009	Bonds	43,333	54,479
	2010	Refunding Bonds	166,770	69,485
	2010	Series A	16,000	7,900
	2010	Series B	0	10,584
	2012	Refunding Bonds	13,836	45,698
	2012	Bonds	468,250	312,198
TOTAL COLLEGE BONDS			1,831,502	931,860

HARFORD COUNTY, MARYLAND			
FY 13 GENERAL FUND PRINCIPAL & INTEREST PAYMENTS			
		PRINCIPAL	INTEREST
		6114	6214
<b>SOLID WASTE SERVICES:</b>			
1999	Water Quality Refunding Bonds	216,916	27,546
2003	Refunding Bonds	149,234	3,731
2005	Bonds	15,619	10,193
2007	Bonds	243,169	167,676
2009	Refunding Bonds	40,053	5,500
2009	Bonds	200,000	251,438
2010	Series A	206,400	101,910
2010	Series B	0	136,534
2012	Bonds	132,500	88,343
<b>TOTAL SOLID WASTE SERVICES</b>		<b>1,203,891</b>	<b>792,871</b>
		6112	6212
<b>NOTES:</b>			
Principal & Interest on Short Term Financing:			
	PACA LTD	0	74,750
	Stuart Terrace	701	0
	Preston	400,000	24,010
<b>TOTAL NOTES</b>		<b>400,701</b>	<b>98,760</b>
<b>TOTAL GENERAL FUND PRINCIPAL &amp; INTEREST</b>		<b>27,823,945</b>	<b>19,050,500</b>

**DEPARTMENT: DEBT SERVICE****DIVISION: Debt Service - 661250 Principal, 662250 Interest - Highways Fund**

It is Harford County's practice to conduct an annual bond sale contingent on capital project needs and the economic conditions of the bond market. Prior to selling bonds, the County will issue Bond Anticipation Notes (short term financing) to start the construction of capital projects based on cash flow needs.

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b>PRINCIPAL PAYMENTS:</b>					
6101 County Bonds	8,992	7,934	7,934	41,000	41,000
<b>TOTAL PRINCIPAL PAYMENTS</b>	<b>8,992</b>	<b>7,934</b>	<b>7,934</b>	<b>41,000</b>	<b>41,000</b>
<b>INTEREST PAYMENTS:</b>					
6201 County Bonds	1,018	595	198	27,336	27,336
<b>TOTAL INTEREST PAYMENTS</b>	<b>1,018</b>	<b>595</b>	<b>198</b>	<b>27,336</b>	<b>27,336</b>
<b>TOTAL PAYMENTS</b>	<b>10,010</b>	<b>8,529</b>	<b>8,132</b>	<b>68,336</b>	<b>68,336</b>

**DEPARTMENT: DEBT SERVICE****DIVISION: Debt Service - 661270 Principal, 662270 Interest  
AG Preservation - County**

This account represents annual payments on installment contracts to purchase agricultural easements for Ag land preservation purposes. These contracts are for ten to twenty year periods.

	<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ORIGINAL BUDGET FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
<b>PRINCIPAL PAYMENTS:</b>					
6113 Agricultural Preservation	1,076,889	920,544	1,116,128	2,995,399	2,995,399
<b>TOTAL PRINCIPAL PAYMENTS</b>	<b>1,076,889</b>	<b>920,544</b>	<b>1,116,128</b>	<b>2,995,399</b>	<b>2,995,399</b>
<b>INTEREST PAYMENTS:</b>					
6213 Agricultural Preservation	3,192,317	3,130,911	3,081,180	3,279,469	3,279,469
<b>TOTAL INTEREST PAYMENTS</b>	<b>3,192,317</b>	<b>3,130,911</b>	<b>3,081,180</b>	<b>3,279,469</b>	<b>3,279,469</b>
<b>TOTAL PAYMENTS</b>	<b>4,269,206</b>	<b>4,051,455</b>	<b>4,197,308</b>	<b>6,274,868</b>	<b>6,274,868</b>

**DEPARTMENT: DEBT SERVICE****DIVISION: Debt Service - 661310 Principal, 662310 Interest  
Tax Increment Financing (Beechtree)**

This account is a special fund for deposit of a certain portion of the real property tax collected in a development district and used to finance or reimburse the cost of special obligation bonds for certain public improvements relating to the district without constituting a general obligation of the County.

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b>PRINCIPAL PAYMENTS:</b>					
6101 County Bonds	0	0	700,000	0	0
<b>TOTAL PRINCIPAL PAYMENTS</b>	<b>0</b>	<b>0</b>	<b>700,000</b>	<b>0</b>	<b>0</b>
<b>INTEREST PAYMENTS:</b>					
6201 County Bonds	0	0	1,120,000	1,050,000	1,050,000
<b>TOTAL INTEREST PAYMENTS</b>	<b>0</b>	<b>0</b>	<b>1,120,000</b>	<b>1,050,000</b>	<b>1,050,000</b>
<b>TOTAL PAYMENTS</b>	<b>0</b>	<b>0</b>	<b>1,820,000</b>	<b>1,050,000</b>	<b>1,050,000</b>

## **DEPARTMENT: DEBT SERVICE**

### **DIVISION: Debt Service - 661530 Principal, 662530 Interest Water & Sewer Debt Service Funds**

Harford County went to the bond market January 10, 2012 for a \$63,975,000 bond sale (\$55,000,000 in Consolidated Public Improvement Bonds - Series 2012A and \$8,975,000 in Refunding Bonds - Series 2012B). The County received the highest rating possible from two of three investor services, making Harford County bond ratings: Fitch Ratings AAA, Standard and Poor's AA+, and Moody's Investors Service Aaa, as published in the County's Official Statement of January 10, 2012.

It is Harford County's practice to conduct an annual bond sale contingent on capital project needs and the economic conditions of the bond market. Prior to selling bonds, the County will issue Bond Anticipation Notes (short term financing) to start the construction of capital projects based on cash flow needs.

The following capital projects are included in the FY 13 Approved Capital Budget:

#### **Sewer Projects**

Bill Bass Pump Station - FM Replacement	245,000
Green Ridge Pump Station Replacement	1,300,000
Oaklyn Manor/Joppa Area Sewer Relief	1,005,000
<b>TOTAL SEWER PROJECTS</b>	<b><u>2,550,000</u></b>

**DEPARTMENT: DEBT SERVICE****DIVISION: Debt Service - 661530 Principal, 662530 Interest  
Water & Sewer Debt Service Funds**

	<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ORIGINAL BUDGET FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
<b>PRINCIPAL PAYMENTS:</b>					
6102 State Loans	2,393,040	2,376,376	2,119,934	1,646,068	1,646,068
6106 Water & Sewer Bonds	7,603,255	7,933,026	6,877,991	7,702,672	7,702,672
6109 Farmers Home Loans	35,030	36,627	38,173	40,039	40,039
6115 DBED Loan	35,317	36,089	0	0	0
<b>TOTAL PRINCIPAL PAYMENTS</b>	<b>10,066,642</b>	<b>10,382,118</b>	<b>9,036,098</b>	<b>9,388,779</b>	<b>9,388,779</b>
<b>INTEREST PAYMENTS:</b>					
6202 State Loans	328,128	253,559	178,746	116,725	116,725
6206 Water & Sewer Bonds	2,956,268	4,381,851	5,160,570	5,289,535	5,289,535
6209 Farmers Home Loans	64,426	62,829	61,286	59,416	59,416
6215 DBED Loan	1,747	676	0	0	0
<b>TOTAL INTEREST PAYMENTS</b>	<b>3,350,569</b>	<b>4,698,915</b>	<b>5,400,602</b>	<b>5,465,676</b>	<b>5,465,676</b>
<b>TOTAL PAYMENTS</b>	<b>13,417,211</b>	<b>15,081,033</b>	<b>14,436,700</b>	<b>14,854,455</b>	<b>14,854,455</b>

**HARFORD COUNTY, MARYLAND  
FY 13 WATER & SEWER DEBT SERVICE  
PRINCIPAL & INTEREST PAYMENTS**

		PRINCIPAL	INTEREST
		6102	6202
<b>STATE LOANS:</b>			
1991	Loans	1,030,808	35,048
1999	Loans	67,176	12,077
1999	Refunding	548,084	69,600
<b>TOTAL STATE LOANS</b>		<b>1,646,068</b>	<b>116,725</b>
		6106	6206
<b>WATER &amp; SEWER BONDS:</b>			
2003	Refunding Bonds	1,691,507	42,287
2004	Bonds	200,000	13,750
2005	Bonds	337,664	220,362
2007	Bonds	1,250,000	1,011,000
2009	Refunding Bonds	598,776	82,226
2009	Bonds	796,667	1,001,560
2010	Refunding Bonds	64,310	26,795
2010	Series A	2,067,200	1,020,680
2010	Series B	0	1,367,454
2012	Refunding Bonds	14,798	48,875
2012	Bonds	681,750	454,546
<b>TOTAL WATER &amp; SEWER BONDS</b>		<b>7,702,672</b>	<b>5,289,535</b>
		6109	6209
<b>FARMERS HOME LOAN:</b>			
	Home Loan 2001 - Whiteford	28,576	37,220
	Home Loan 2004 - Old Joppa	4,926	7,686
	Oaklyn Manor	6,537	14,510
<b>TOTAL FARMERS HOME LOAN</b>		<b>40,039</b>	<b>59,416</b>
<b>TOTAL WATER &amp; SEWER DEBT SERVICE PRINCIPAL &amp; INTEREST</b>		<b>9,388,779</b>	<b>5,465,676</b>

**DEPARTMENT: DEBT SERVICE - GENERAL FUND****DIVISION: Lease Finance - 665110 Principal  
Lease Finance - 666110 Interest**

Funds are budgeted to these accounts to pay principal and interest on short-term financing through lease/purchase or other methods of financing.

Principal and the funding of Interest for Lease Finance agreements are in two separate divisions as it is with all other types of debt service payments.

<b>Lease Finance - 665110 Principal Payments</b>	<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ORIGINAL BUDGET FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
6107 Lease Purchase Principal Payments: 2009 Fleet Lease	1,391,013	1,443,877	2,198,080	678,046	678,046
6133 2007 School Lease	1,262,892	1,310,888	1,360,707	0	0
6135 2007 College Lease	69,903	72,559	75,317	0	0
<b>TOTAL PRINCIPAL PAYMENTS</b>	<b>2,723,808</b>	<b>2,827,324</b>	<b>3,634,104</b>	<b>678,046</b>	<b>678,046</b>
<b>Lease Finance - 666110 Interest Payments</b>	<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ENACTED FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
6207 Lease Purchase Interest Payments: 2009 Fleet Lease	150,191	97,326	104,598	37,740	37,740
6233 2007 School Lease	136,357	88,362	38,543	0	0
6235 2007 College Lease	7,548	4,891	2,134	0	0
<b>TOTAL INTEREST PAYMENTS</b>	<b>294,096</b>	<b>190,579</b>	<b>145,275</b>	<b>37,740</b>	<b>37,740</b>
<b>TOTAL LEASE FINANCE PAYMENTS</b>	<b>3,017,904</b>	<b>3,017,903</b>	<b>3,779,379</b>	<b>715,786</b>	<b>715,786</b>

**DEPARTMENT: DEBT SERVICE - HIGHWAY**  
**DIVISION: Lease Finance - 665250 Principal**  
**Lease Finance - 666250 Interest**

Funds are budgeted to these accounts to pay principal and interest on short-term financing through lease/purchase or other methods of financing.

Principal and the funding of interest for Lease Finance agreements are in two separate divisions as it is with all other types of debt service payments.

<b>Lease Finance - 665250 Principal Payments</b>	<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ORIGINAL BUDGET FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
6107 Lease Purchase Principal Payments: 2009 Fleet Lease	553,501	574,536	1,113,874	577,060	577,060
<b>TOTAL PRINCIPAL PAYMENTS</b>	<b>553,501</b>	<b>574,536</b>	<b>1,113,874</b>	<b>577,060</b>	<b>577,060</b>
<b>Lease Finance - 666250 Interest Payments</b>	<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ENACTED FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
6207 Lease Purchase Interest Payments: 2009 Fleet Lease	59,763	38,727	62,880	32,119	32,119
<b>TOTAL INTEREST PAYMENTS</b>	<b>59,763</b>	<b>38,727</b>	<b>62,880</b>	<b>32,119</b>	<b>32,119</b>
<b>TOTAL LEASE FINANCE PAYMENTS</b>	<b>613,264</b>	<b>613,263</b>	<b>1,176,754</b>	<b>609,179</b>	<b>609,179</b>

**DEPARTMENT: DEBT SERVICE - WATER & SEWER****DIVISION: Lease Finance - 665530 Principal****Lease Finance - 666530 Interest**

Funds are budgeted to these accounts to pay principal and interest on short-term financing through lease/purchase or other methods of financing.

Principal and the funding of interest for Lease Finance agreements are in two separate divisions as it is with all other types of debt service payments.

<b>Lease Finance - 665530 Principal Payments</b>	<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ORIGINAL BUDGET FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
6136 Lease Purchase Principal Payments: 2009 Fleet Lease	63,414	65,824	250,152	187,545	187,545
<b>TOTAL PRINCIPAL PAYMENTS</b>	<b>63,414</b>	<b>65,824</b>	<b>250,152</b>	<b>187,545</b>	<b>187,545</b>
<b>Lease Finance - 666530 Interest Payments</b>	<b>AUDITED FY 10</b>	<b>AUDITED FY 11</b>	<b>ENACTED FY 12</b>	<b>EXECUTIVE PROPOSED FY 13</b>	<b>ENACTED FY 13</b>
6236 Lease Purchase Interest Payments: 2009 Fleet Lease	6,847	4,437	18,094	10,439	10,439
<b>TOTAL INTEREST PAYMENTS</b>	<b>6,847</b>	<b>4,437</b>	<b>18,094</b>	<b>10,439</b>	<b>10,439</b>
<b>TOTAL LEASE FINANCE PAYMENTS</b>	<b>70,261</b>	<b>70,261</b>	<b>268,246</b>	<b>197,984</b>	<b>197,984</b>

**DEPARTMENT: DEBT SERVICE - SOLID WASTE SERVICES****DIVISION:****Lease Finance - 661550 and 665550 Principal****Lease Finance - 662550 and 666550 Interest**

The Northeast Maryland Waste Disposal Authority (NMWDA) will issue bonds and purchase the Waste To Energy Plant on behalf of the County, with the County responsible for payment of the bonded debt. This debt service was appropriated as Principal and Interest payments in the County's FY 03 Operating Budget and included at estimated amounts, as the contract was not yet finalized. After review by the County's outside auditors, it was determined that Lease Purchase payments were a more suited method of appropriating and accounting for this expense. Therefore, starting in FY 04 this debt service is included as Lease Purchase Principal and Interest, and funding levels have been adjusted based on the contract.

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
Lease Purchase Principal Payments: WTE Lease                      414,370 WTE Retrofit                1,400,000 Total <u>1,814,370</u>	2,132,177	2,151,001	2,230,160	1,814,370	1,814,370
<b>TOTAL PRINCIPAL PAYMENTS</b>	<b>2,132,177</b>	<b>2,151,001</b>	<b>2,230,160</b>	<b>1,814,370</b>	<b>1,814,370</b>
	AUDITED FY 10	AUDITED FY 10	ENACTED FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
Lease Purchase Interest Payments: WTE Lease                      52,920 WTE Retrofit                150,675 Total <u>203,595</u>	539,639	428,615	316,906	203,595	203,595
<b>TOTAL INTEREST PAYMENTS</b>	<b>539,639</b>	<b>428,615</b>	<b>316,906</b>	<b>203,595</b>	<b>203,595</b>
<b>TOTAL LEASE FINANCE PAYMENTS</b>	<b>2,671,816</b>	<b>2,579,616</b>	<b>2,547,066</b>	<b>2,017,965</b>	<b>2,017,965</b>

# DEPARTMENT: DEBT SERVICE

## DIVISION: Service Costs - 664110 General Fund

These appropriations cover service costs that are associated with short and long-term debt. Charges here include bank trustee fees, auditing fees, and amortization of issuance fees for bond sales.

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b>GENERAL FUND</b>					
CONTRACTUAL SERVICES:					
2402 Legal Notice	0	0	4,000	0	0
2602 Legal Services	22,960	23,064	75,000	55,000	55,000
2603 Management Services	263	263	20,000	10,000	10,000
2604 Financial/Audit	0	0	12,000	0	0
2699 Other Professional Services (Bank Fees, etc.)	3,543	9,811	5,000	5,000	5,000
TOTAL CONTRACTUAL SERVICES	26,766	33,138	116,000	70,000	70,000
SUPPLIES & MATERIALS:					
3101 General Office Supplies	0	0	350	0	0
3103 Printing - Commercial	0	0	10,750	0	0
3201 Delivery Charges	0	0	700	0	0
TOTAL SUPPLIES & MATERIALS	0	0	11,800	0	0
BUSINESS & TRAVEL:					
4202 Parking & Tolls	0	0	50	0	0
4401 Meals	0	0	50	0	0
TOTAL BUSINESS & TRAVEL	0	0	100	0	0
DEBT SERVICE:					
6303 Costs of Issuance	1,160,426	2,793	532,100	600,000	600,000
6304 Costs of Issuance - Schools	0	0	5,000	0	0
6305 Costs of Issuance - College	0	0	5,000	0	0
TOTAL DEBT SERVICE	1,160,426	2,793	542,100	600,000	600,000
<b>TOTAL GENERAL FUND SERVICE COSTS</b>	<b>1,187,192</b>	<b>35,931</b>	<b>670,000</b>	<b>670,000</b>	<b>670,000</b>

**DEPARTMENT: DEBT SERVICE****DIVISION: Service Costs - 664250 Highways Fund**

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b>HIGHWAYS FUND</b>					
CONTRACTUAL SERVICES:					
2699 Other Professional Services	0	0	5,000	2,000	2,000
<b>TOTAL HIGHWAYS FUND SERVICE COSTS</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>2,000</b>	<b>2,000</b>

**DEPARTMENT: DEBT SERVICE****DIVISION: Service Costs - 664270 AG Preservation - County**

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b>AG PRESERVATION - COUNTY</b>					
CONTRACTUAL SERVICES:					
2602 Legal Services	1,232	7,287	25,000	25,000	25,000
2604 Financial/Audit	0	682	0	0	0
DEBT SERVICE:					
6303 Costs of Issuance	22,554	6,514	25,000	25,000	25,000
<b>TOTAL AG PRESERVATION-COUNTY SERVICE COSTS</b>	<b>23,786</b>	<b>14,483</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>

**DEPARTMENT: DEBT SERVICE****DIVISION: Service Costs - 664310 Tax Increment Financing**

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b>TAX INCREMENT FINANCING</b>					
DEBT SERVICE:					
6303 Costs of Issuance	0	1,146,834	5,000	50,000	50,000
<b>TOTAL TAX INCREMENT FINANCING SERVICE COSTS</b>	<b>0</b>	<b>1,146,834</b>	<b>5,000</b>	<b>50,000</b>	<b>50,000</b>

## DEPARTMENT: DEBT SERVICE

### DIVISION: Service Costs - 664530 Water & Sewer Debt Service

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b>WATER &amp; SEWER DEBT SERVICE</b>					
CONTRACTUAL SERVICES:					
2602 Legal Services	1,276	2,271	20,000	10,000	10,000
2603 Management Services	125,451	125,451	150,000	140,000	140,000
2699 Other Professional Services (Bank Fees, etc.)	1,107	3,084	20,000	2,000	2,000
TOTAL CONTRACTUAL SERVICES	127,834	130,806	190,000	152,000	152,000
SUPPLIES & MATERIALS:					
3103 Printing - Commercial	0	0	20,000	0	0
DEBT SERVICE:					
6303 Costs of Issuance	384,732	637	212,000	270,000	270,000
MISCELLANEOUS:					
7102 Payments to Other Government Agencies	37,658	0	0	0	0
<b>TOTAL WATER &amp; SEWER DEBT SERVICE COSTS</b>	<b>550,224</b>	<b>131,443</b>	<b>422,000</b>	<b>422,000</b>	<b>422,000</b>

# DEPARTMENT: DEBT SERVICE

## DIVISION: Service Costs - 664550 Solid Waste Services - Waste to Energy Plant

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b>SOLID WASTE SERVICES</b>					
CONTRACTUAL SERVICES:					
2602 Legal Services	0	0	10,000	0	0
2604 Financial/Audit	0	0	40,000	0	0
TOTAL CONTRACTUAL SERVICES	0	0	50,000	0	0
DEBT SERVICE:					
6303 Costs of Issuance	0	0	50,000	100,000	100,000
<b>TOTAL SOLID WASTE SERVICES SERVICE COSTS</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>TOTAL ALL FUNDS SERVICE COSTS</b>	<b>1,761,202</b>	<b>1,328,691</b>	<b>1,252,000</b>	<b>1,294,000</b>	<b>1,294,000</b>

## INSURANCE

### ORIGIN/PURPOSE:

The County maintains a Self-Insurance Fund for the purpose of paying Workers Compensation, General and Automobile Liability claims and County Property Damage losses. Self-Insurance funding is determined on the basis of an annual contracted actuarial analysis and internal evaluation of loss experience and exposures. Funding requirements are allocated to the following budgets: General Fund Insurance, Highways Fund Insurance, and Water and Sewer Operating Fund Insurance. At the start of each fiscal year, these budgeted funds are transferred into the Self-Insurance Fund, from which all claims are paid. Costs of insurance for the Libraries, Sheriff's Office and Detention Center are reflected in their budgets.

The Self-Insurance Program is administered by a Risk Manager, required by County Code (Part I, Chapter 9, Article XXII, Risk Management, Safety and Accident Review Board.) The County implemented a policy of combining commercially purchased insurance with the retention of higher deductible levels, the use of selective self-insurance programs and the implementation of a risk management program, which includes a Countywide safety program.

#### Workers Compensation:

Harford County carries excess commercial coverage, with a \$2,500,000 retention level for claims. The County is also required to maintain reserve funds of \$750,000 for Workers Compensation claims in accordance with Article 101, Section 16 of the Code of Public General Laws of Maryland.

#### General and Automobile Liability:

Since September 5, 1991 the County has carried excess commercial coverage, with a \$350,000 or \$500,000 retention for claims.

#### Property Damage:

The County carries commercial property insurance coverage with varying deductibles on real and personal property, and a \$10,000 deductible for physical damage to County owned vehicles.

### ALL FUND SUMMARY:

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>					
20 CONTRACTUAL SERVICES	0	0	0	1,706,233	1,706,233
<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,706,233</b>	<b>1,706,233</b>

## INSURANCE

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY FUND:</u></b>						
11	GENERAL	0	0	0	1,063,401	1,063,401
25	HIGHWAYS	0	0	0	390,004	390,004
51	WATER AND SEWER	0	0	0	252,828	252,828
	<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,706,233</b>	<b>1,706,233</b>

### **SUMMARY BY DIVISION:**

671110	GENERAL FUND INSURANCE	0	0	0	1,063,401	1,063,401
671250	HIGHWAYS INSURANCE	0	0	0	390,004	390,004
671510	WATER AND SEWER INSURANCE	0	0	0	252,828	252,828
	<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,706,233</b>	<b>1,706,233</b>

INSURANCE					
	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b>GENERAL FUND INSURANCE</b> <b>INDEX # 671110</b>					
2599 Other Insurance General Liability      245,607 Auto Liability        329,337 Property Damage     488,457 <u>1,063,401</u>	0	0	0	1,063,401	1,063,401
<b>HIGHWAYS FUND INSURANCE</b> <b>INDEX # 671250</b>					
2599 Other Insurance General Liability      4,991 Auto Liability        284,047 Property Damage     100,966 <u>390,004</u>	0	0	0	390,004	390,004
<b>WATER &amp; SEWER OPERATING FUND INSURANCE</b> <b>INDEX # 671510</b>					
2599 Other Insurance General Liability      1,131 Auto Liability        61,829 Property Damage     189,868 <u>252,828</u>	0	0	0	252,828	252,828
<b>TOTAL OTHER INSURANCE</b> General Liability      251,729 Auto Liability        675,213 Property Damage     779,291 <u>1,706,233</u>	0	0	0	1,706,233	1,706,233

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## BENEFITS

### ORIGIN/PURPOSE:

This budget represents the share of expenses within the General Fund, Highways Fund, Water and Sewer Fund and Solid Waste Services to provide the following benefits to Harford County Government employees:

### PENSIONS

To provide for payment of unfunded past service liability costs to the State Retirement and Pension Plans and for the Volunteer Fire Pension System. The County joined the new State Pension System for County employees July 1, 1999.

During Fiscal Year 1983-84, the County and the three municipalities reached an agreement with the Harford County Liquor Board to pay the unfunded accrued liability on the Liquor Board's behalf over the next 38 years. Harford County's share of the liability is \$6,500 per year.

The Volunteer Firemen's Pension Trust (LOSAP) Fund was created January 31, 1975 by County legislative action and funded in 1981. Biannually the County has an analysis prepared on the status of the Volunteer Firemen's Pension Fund. On January 28, 2008, the County Council of Harford County enacted, as amended, Bill No. 07-46. This legislation lowered the age of eligibility for monthly Length of Service Award Program (LOSAP) pension benefits from 60 to 55 years, increased the burial benefit for qualified volunteers from \$1,000 to \$5,000 and allows the spouse, beneficiary or the estate of the volunteer to collect the death benefit. In addition, the legislation added that members with 25 years of service must have five continuous years of service to receive monthly benefits, and members who are 70 years or older with less than 25 years of service must have a minimum of 10 years of service of which five years are continuous to receive benefits. In order for a spouse to receive 50% benefits following the death of a member, the member must have a minimum of 25 years of service at the time of their death.

### UNEMPLOYMENT INSURANCE

The mandated cost to County government to pay those employees, deemed eligible, who have terminated County service and who have filed for unemployment compensation.

## **BENEFITS**

### **EMPLOYEE TUITION REIMBURSEMENT**

Contingent upon availability of funds, full-time classified employees are eligible for reimbursement for educational courses related to advancement for their education in pursuit of a work-related degree.

### **DEATH BENEFIT**

At the death of a County employee, his or her beneficiary will receive four weeks pay, one-half of unused sick leave, and all annual leave as provided by applicable personnel law.

### **RETIREE'S HEALTH BENEFITS PROGRAM**

Employees who retire from active service with Harford County Government are eligible for this program. Employees must retire with pension benefits under the State Retirement Agency or the Sheriff's Office Pension Plan. Under this program, the employee will receive a subsidy based on the number of creditable service years with their pension system; however, the employee must have a minimum of twenty (20) continuous years of service with Harford County Government and/or its covered agencies. The subsidy is doubled in the case of an employee who elects coverage for their spouse as long as that spouse is currently enrolled in our benefits program.

### **LIFE INSURANCE FOR RETIRED EMPLOYEES**

Premiums for employees who retired prior to September 30, 1990.

## BENEFITS

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY CHARACTER:</u></b>						
10	PERSONNEL SERVICES	2,513,648	1,131,767	2,848,955	1,977,003	1,977,003
20	CONTRACTUAL SERVICES	2,681,036	3,344,780	5,748,960	4,215,960	4,215,960
	<b>GRAND TOTAL</b>	<b>5,194,684</b>	<b>4,476,547</b>	<b>8,597,915</b>	<b>6,192,963</b>	<b>6,192,963</b>

<b><u>SUMMARY BY FUND:</u></b>						
11	GENERAL	4,121,830	3,140,737	6,260,950	4,718,725	4,718,725
25	HIGHWAYS	844,409	1,058,515	1,627,653	1,043,512	1,043,512
51	WATER AND SEWER	228,445	277,295	709,312	430,726	430,726
	<b>GRAND TOTAL</b>	<b>5,194,684</b>	<b>4,476,547</b>	<b>8,597,915</b>	<b>6,192,963</b>	<b>6,192,963</b>

<b><u>SUMMARY BY DIVISION:</u></b>						
681110	GENERAL FUND BENEFITS	4,121,830	3,140,737	6,260,950	4,718,725	4,718,725
681250	HIGHWAYS BENEFITS	844,409	1,058,515	1,627,653	1,043,512	1,043,512
681510	WATER AND SEWER BENEFITS	228,445	277,295	709,312	430,726	430,726
	<b>GRAND TOTAL</b>	<b>5,194,684</b>	<b>4,476,547</b>	<b>8,597,915</b>	<b>6,192,963</b>	<b>6,192,963</b>

**DEPARTMENT: BENEFITS****DIVISION: BENEFITS****INDEX: 681110**

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b>GENERAL FUND BENEFITS INDEX # 681110</b>					
1203 Firemen's Pension Per actuarial and Treasurer's adjustments	1,700,477	1,670,207	2,026,627	1,970,503	1,970,503
1299 Other Unfunded past service liability costs for Liquor Board employees in the State Retirement & Pension Plans	5,786	5,786	6,500	6,500	6,500
1301 Workers' Compensation No funding required for FY 13	270,000	0	489,497	0	0
1350 OPEB	1,110,359	0	0	0	0
1399 Other Health Insurance	(770,358)	(641,665)	0	0	0
2505 Unemployment Insurance	162,611	59,359	48,960	48,960	48,960
2507 Death Benefits	2,955	18,689	15,000	15,000	15,000
2514 Retiree's Insurance Per actuarial	1,640,000	2,028,361	3,674,366	2,677,762	2,677,762
TOTAL INDEX	4,121,830	3,140,737	6,260,950	4,718,725	4,718,725

# DEPARTMENT: BENEFITS

## DIVISION: BENEFITS

INDEX: 681250, 681510

	AUDITED FY 10	AUDITED FY 11	ENACTED FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b>HIGHWAYS FUND BENEFITS</b> <b>INDEX # 681250</b>					
1301 Workers' Compensation No funding required for FY 13	250,000	250,000	203,957	0	0
1350 OPEB	124,005	0	0	0	0
1399 Other Health Insurance Health Care Consortium Call No funding required for FY 13	(124,005)	(103,532)	0	0	0
2505 Unemployment Insurance	4,409	7,863	20,000	20,000	20,000
2507 Death Benefits	0	0	2,000	2,000	2,000
2514 Retiree's Insurance Per actuarial	590,000	904,184	1,401,696	1,021,512	1,021,512
TOTAL INDEX	844,409	1,058,515	1,627,653	1,043,512	1,043,512
<b>WATER &amp; SEWER FUND BENEFITS</b> <b>INDEX # 681510</b>					
1301 Workers' Compensation No funding required for FY 13	20,000	20,000	122,374	0	0
1350 OPEB	108,605	0	0	0	0
1399 Other Health Insurance Health Care Consortium Call No funding required for FY 13	(181,221)	(69,029)	0	0	0
2505 Unemployment Insurance	8,061	3,870	9,000	9,000	9,000
2507 Death Benefits	0	0	2,000	2,000	2,000
2514 Retiree's Insurance Per actuarial	273,000	322,454	575,938	419,726	419,726
TOTAL INDEX	228,445	277,295	709,312	430,726	430,726

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## PAYGO

### ORIGIN/PURPOSE:

A pay-as-you-go (paygo) policy was implemented in July, 1984 and is included as part of the Debt Management policies within Harford County's five year business plan. The five year business plan confirms that paygo will continue to be used for minor renovation and repair projects which have an asset life of less than ten years for general county, education, fire, library, college, highways, and certain water and sewer projects. It can also be used to purchase furniture and equipment.

Paygo funding requirements for FY 13 are allocated to the following budgets: General Fund, Highways Fund, and Water and Sewer.

The General Fund Paygo account also includes funding allocations for Closure Reserve and Rural Legacy Program.

Closure Reserve is a set aside account, required by Governmental Accounting Standards Board (GASB) Statement No. 18, which requires the County to measure and recognize a portion of closure and post closure costs during each accounting period based on landfill capacity as of each balance sheet date.

Rural Legacy Program is a State funded program, under which various properties were approved through the application process for purchase of easement rights. These funds are furnished by the County to cover legal costs toward settlements. The State program does not allow for this administrative expense.

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
	<b><u>SUMMARY BY CHARACTER:</u></b>					
70	MISCELLANEOUS	14,116,853	10,643,428	21,674,741	38,028,360	39,360,360
	<b>GRAND TOTAL</b>	<b>14,116,853</b>	<b>10,643,428</b>	<b>21,674,741</b>	<b>38,028,360</b>	<b>39,360,360</b>

## PAYGO

### ALL FUND SUMMARY:

		AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b><u>SUMMARY BY FUND:</u></b>						
11	GENERAL	5,725,000	3,798,828	9,738,918	16,841,225	17,802,225
25	HIGHWAYS	6,926,853	6,686,200	10,245,000	15,280,135	15,280,135
51	WATER AND SEWER OPERATING	1,465,000	158,400	1,690,823	5,907,000	6,278,000
	<b>GRAND TOTAL</b>	<b>14,116,853</b>	<b>10,643,428</b>	<b>21,674,741</b>	<b>38,028,360</b>	<b>39,360,360</b>

<b><u>SUMMARY BY DIVISION:</u></b>						
705110	PAYGO GENERAL FUND	5,725,000	3,798,828	9,688,918	16,791,225	17,752,225
705110	PAYGO GENERAL FUND - RURAL LEGACY	0	0	50,000	50,000	50,000
705250	PAYGO HIGHWAYS	6,926,853	6,686,200	10,245,000	15,280,135	15,280,135
705510	PAYGO WATER AND SEWER	1,465,000	158,400	1,690,823	5,907,000	6,278,000
	<b>GRAND TOTAL</b>	<b>14,116,853</b>	<b>10,643,428</b>	<b>21,674,741</b>	<b>38,028,360</b>	<b>39,360,360</b>

**DEPARTMENT: PAYGO****DIVISION: PAYGO GENERAL FUND****Index No. 705110**

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b>7601 CAPITAL IMPROVEMENTS</b>	<b>3,725,000</b>	<b>3,798,828</b>	<b>9,688,918</b>	<b>16,791,225</b>	<b>17,752,225</b>
<b>7602 CAPITAL IMPROVEMENTS - IMPACT FEE</b>	<b>2,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PAYGO CAPITAL IMPROVEMENTS</b>	<b>5,725,000</b>	<b>3,798,828</b>	<b>9,688,918</b>	<b>16,791,225</b>	<b>17,752,225</b>

For FY 13 General Fund Paygo funds, amounting to \$17,752,225 will provide for the following capital projects:

**GENERAL:**

Bel Air Parking Garage	645,000
Countywide Facilities Master Plan Study	1,250,000
Efficiency Capital Investment Projects	58,321
Fleet Replacement	1,340,000
Fuel Dispensing System Upgrade	100,000
GIS Update	250,000
Refresh Program	585,000
Repairs to 45 South Main Street Building	100,000
Safeguarding Business Operations	5,000,000

<b>Total General Projects</b>	<b><u>9,328,321</u></b>
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**LIBRARIES:**

Technology	200,000
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<b>Total Libraries Projects</b>	<b><u>200,000</u></b>
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**SHERIFF/EMERGENCY/FIRE:**

Computer Equipment/Networks	300,000
700 MHz Wireless Radio System Equipment	2,600,000
Public Safety Communication in School Buildings	100,000
Susquehanna Hose Company House #3	500,000

<b>Total Sheriff/Emergency/Fire Projects</b>	<b><u>3,500,000</u></b>
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**WATER RESOURCES:**

Joppatowne Area Watershed Restoration	150,000
Lily Run Watershed Restoration	150,000
Maintenance/Repair of Dams	20,000
Sams Branch Watershed Restoration	250,000
Stormwater Pollution Prevention	280,000
Watershed Stream Assessment Studies	250,000
Wheel Creek Watershed Restoration	400,000
Woodbridge Retrofit and Stream Restoration	300,000
Woodland Run Stream Restoration	250,000

<b>Total Water Resources Projects</b>	<b><u>2,050,000</u></b>
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**BOARD OF EDUCATION:**

Relocatable Classrooms	400,000
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<b>Total Board of Education Projects</b>	<b><u>400,000</u></b>
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**PARKS AND RECREATION:**

Cedar Lane Sports Complex Improvements	661,000
David Craig Park Development	12,904
Emily Bayliss Graham Park	150,000
Northern Regional Park	500,000
Oakington Farms - Tydings Park	650,000
Water and Land Trails (North Park)	300,000

<b>Total Parks and Recreation Projects</b>	<b><u>2,273,904</u></b>
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**DEPARTMENT: PAYGO****DIVISION: PAYGO HIGHWAYS FUND****Index No. 705250**

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b>7601 CAPITAL IMPROVEMENTS</b>	<b>6,926,853</b>	<b>6,686,200</b>	<b>10,245,000</b>	<b>15,280,135</b>	<b>15,280,135</b>

For FY 13 Highways Fund Paygo funds, amounting to \$15,280,135 will provide for the following capital projects:

**BRIDGES:**

Abingdon Road Bridge #169 over CSX	60,000
Bridge and Road Scour Repairs	100,000
Bridge Painting	225,000
Bridge Rehabilitation	250,000
Carrs Mill Road Bridge #216	50,000
Chestnut Hill Bridge #40	24,000
Glen Cove Road Bridge #156	30,000
Green Road Bridge #122	175,000
Harford Creamery Road Bridge #104	200,000
Hess Road Bridge #82	50,000
Macton Road Bridge #145	650,000
Robinson Mill Road Bridge #154	70,000
Watervale Road Bridge #63	100,000

<b>Total Bridges Projects</b>	<b><u>1,984,000</u></b>
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**ROADWAYS:**

Moore's Mill Road	150,000
Road Reconstruction and Resurfacing 13	500,000
Wheel Road (Laurel Bush to Fairway)	150,000

<b>Total Roadways Projects</b>	<b><u>800,000</u></b>
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**OTHER:**

700 MHz Wireless Radio System Equipment	1,600,000
Culvert Rehabilitation	300,000
Facilities Repair Program	250,000
Fleet Replacement	1,032,000
Fuel Dispensing System Upgrade	250,000
Guardrails	100,000
HMAN (Harford County Metro Area Network)	680,000
Intersection Improvements	100,000
New Roads and Stormdrains 13	275,000
Refresh Program	89,135
Safeguarding Business Operations	1,680,000
Sidewalks and Handicapped Ramps	200,000
Stormdrain Rehabilitation	150,000
Traffic Calming and Road Safety Improvements	150,000

<b>Total Other Projects</b>	<b><u>6,856,135</u></b>
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**RESURFACING:**

Resurfacing Roadways 13	5,640,000
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<b>Total Resurfacing Projects</b>	<b><u>5,640,000</u></b>
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**DEPARTMENT: PAYGO**

**DIVISION: WATER & SEWER FUND**

**Index No. 705510**

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
7601 CAPITAL IMPROVEMENTS	1,465,000	158,400	1,690,823	5,907,000	6,278,000

For FY 13 Water and Sewer Fund Paygo funds, amounting to \$6,278,000 will provide for the following capital projects:

**WATER PROJECTS:**

700 MHz Wireless Radio System Equipment	546,000
Fleet Replacement	430,000
HMAN (Harford County Metro Area Network)	720,000
Refresh Program	162,000
Renewal & Replacement Water Infrastructure	100,000
Safeguarding Business Operations	1,760,000
Water & Sewer Rate Study	300,000
Water Meter Upgrade	540,000
Water Quality Improvements	300,000

<b>Total Water Projects</b>	<b><u>4,858,000</u></b>
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**SEWER PROJECTS:**

Harford Estates Pump Station Abandonment	370,000
Harford WWTP Facility Improvements	400,000
Infiltration & Inflow	150,000
Renewal and Replacement Sewer Infrastructure	200,000
Sod Run Facility Improvements	300,000

<b>Total Sewer Projects</b>	<b><u>1,420,000</u></b>
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**DEPARTMENT: PAYGO**

**DIVISION: PAYGO GENERAL FUND - CLOSURE RESERVE AND RURAL LEGACY PROGRAM**

**Index No. 705110**

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
7799 OTHER - RURAL LEGACY PROGRAM	0	0	50,000	50,000	50,000

Funding allocations for Closure Reserve and the Rural Legacy Program are included in the General Fund Paygo account.

For FY 13 an allocation of \$50,000 is appropriated for the Rural Legacy Program administrative expenses and no allocation is provided for Closure Reserve.

## APPROPRIATION TO TOWNS/STATE

### ORIGIN/PURPOSE:

#### Appropriation to Towns

Harford County Government is mandated by the Annotated Code of Maryland, Article 25, Section 220, subtitled, "Grants to Municipalities in Lieu of Shared Taxes," to make appropriations on behalf of its three municipalities of Aberdeen, Bel Air, and Havre de Grace. As stated in the statute, beginning in Fiscal Year 1968-69, and continuing every fiscal year hereafter, there is paid to each of the three incorporated municipalities, an amount of money equal to the amount received for Fiscal Year 1967-68 by such municipality under Section 30(D) of Article 81 of the Annotated Code of Maryland, related to apportionment of shared taxes on banks and financial corporations.

Additionally, this budget includes the differential or refund paid to the municipalities for police services. Appropriation of monies is based on an established formula, previously agreed upon between County Government and the municipalities.

#### Appropriation to State

The State of Maryland charges Harford County a fee to administer the Supplemental County Homeowner's Tax Credit Program. All applications are filed with the State Department of Assessments and Taxation. Applications are processed at the State level and the County is notified electronically of all approved credits. For FY 13 an estimated appropriation of \$40,000 is included to pay the State for these costs.

A large portion of the cost of operating the local Harford County office of the State Department of Assessments and Taxation was shifted to the County in FY 12. An appropriation of \$1,600,000 has been included to cover this expense in FY 13.

## APPROPRIATION TO TOWNS/STATE

### ALL FUND SUMMARY:

AUDITED  
FY 10

AUDITED  
FY 11

ORIGINAL  
BUDGET  
FY 12

EXECUTIVE  
PROPOSED  
FY 13

ENACTED  
FY 13

#### SUMMARY BY CHARACTER:

70	MISCELLANEOUS	2,346,670	3,505,280	4,635,891	5,000,383	5,000,383
	<b>GRAND TOTAL</b>	<b>2,346,670</b>	<b>3,505,280</b>	<b>4,635,891</b>	<b>5,000,383</b>	<b>5,000,383</b>

#### SUMMARY BY FUND:

11	GENERAL	2,346,670	3,505,280	4,635,891	5,000,383	5,000,383
	<b>GRAND TOTAL</b>	<b>2,346,670</b>	<b>3,505,280</b>	<b>4,635,891</b>	<b>5,000,383</b>	<b>5,000,383</b>

#### SUMMARY BY DIVISION:

707110	Appropriation to Towns	2,295,402	2,631,138	2,995,891	3,360,383	3,360,383
708110	Appropriation to State	51,268	874,142	1,640,000	1,640,000	1,640,000
	<b>GRAND TOTAL</b>	<b>2,346,670</b>	<b>3,505,280</b>	<b>4,635,891</b>	<b>5,000,383</b>	<b>5,000,383</b>

**DEPARTMENT: APPROPRIATION TO TOWNS/STATE**

**Index No. 707110 and 708110**

	AUDITED FY 10	AUDITED FY 11	ORIGINAL BUDGET FY 12	EXECUTIVE PROPOSED FY 13	ENACTED FY 13
<b>7101 GRANTS AND CONTRIBUTIONS</b> Differential for Police Services based on a legislated formula using the Assessable Basis Percentage numbers for the County and the three municipalities: Aberdeen 1,066,328 Bel Air 1,163,067 Havre de Grace 1,110,300 <u>3,339,695</u>	2,274,714	2,610,450	2,975,203	3,339,695	3,339,695
<b>7102 PAYMENTS TO OTHER GOVERNMENT AGENCIES</b> Payments required by the Annotated Code of Maryland, Article 25, Section 220: Aberdeen 7,142 Bel Air 8,458 Havre de Grace 5,088 <u>20,688</u>	20,688	20,688	20,688	20,688	20,688
<b>SUB-TOTAL APPROPRIATION TO TOWNS</b>	<b>2,295,402</b>	<b>2,631,138</b>	<b>2,995,891</b>	<b>3,360,383</b>	<b>3,360,383</b>
<b>2203 WATER &amp; SEWER</b> 0	0	850,000	0	0	0
<b>7102 PAYMENTS TO OTHER GOVERNMENT AGENCIES</b> Payments to the State of Maryland: Funds required to pay the State of Maryland for administrative costs for Harford County's Homeowner's Tax Credit. 40,000 Funds appropriated in FY 13 for part of the cost of administering the County's State Department of Assessments and Taxation office. 1,600,000 <u>1,640,000</u>	51,268	24,142	1,640,000	1,640,000	1,640,000
<b>SUB-TOTAL APPROPRIATION TO STATE</b>	<b>51,268</b>	<b>874,142</b>	<b>1,640,000</b>	<b>1,640,000</b>	<b>1,640,000</b>
<b>TOTAL APPROPRIATION TO TOWNS/STATE</b>	<b>2,346,670</b>	<b>3,505,280</b>	<b>4,635,891</b>	<b>5,000,383</b>	<b>5,000,383</b>

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<p style="text-align: center;"><b>HARFORD COUNTY, MARYLAND STATEMENT OF CONTINGENCY RESERVE</b></p>
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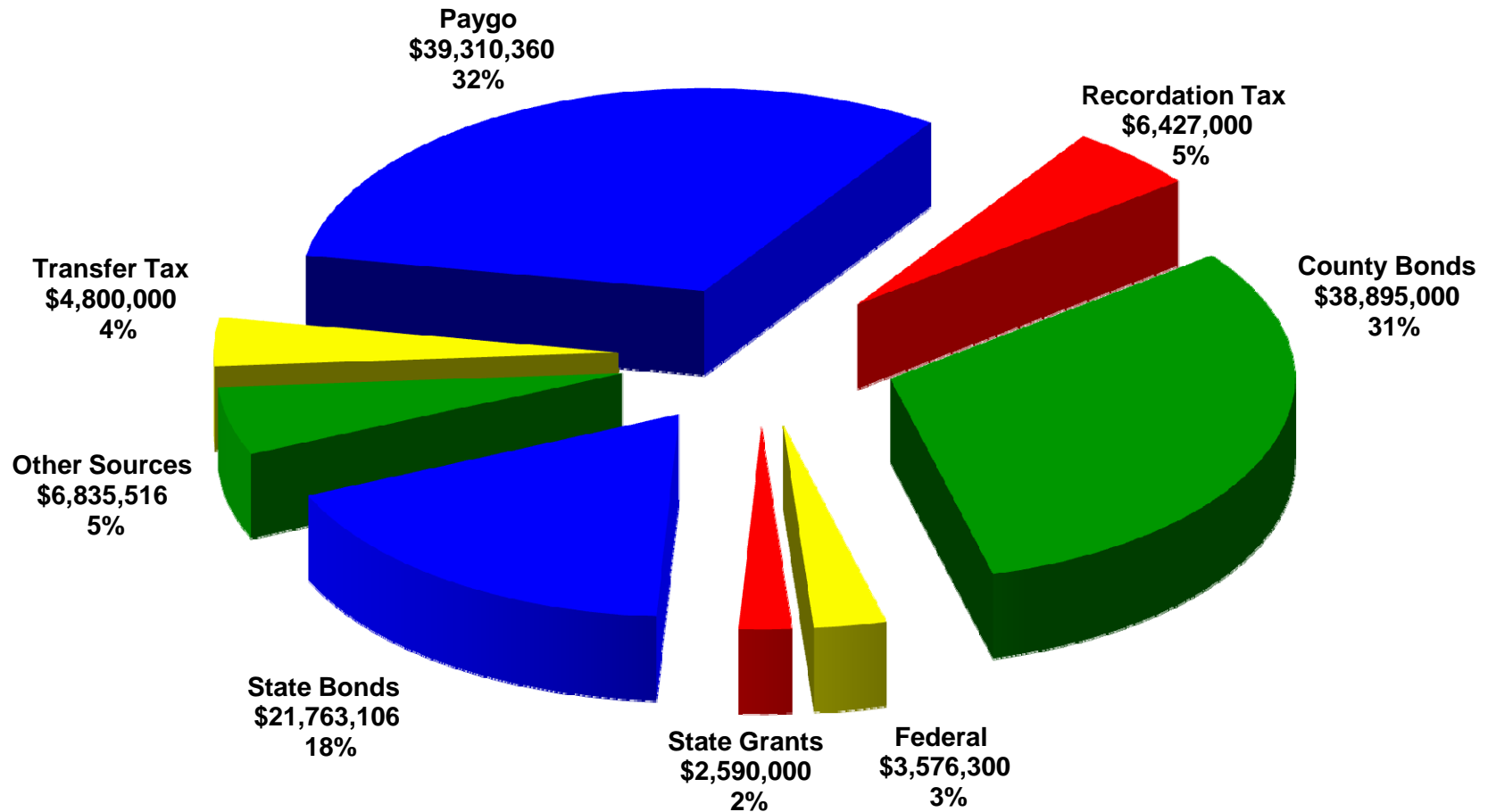
The Harford County Charter, Section 506. Contents of the Current Expense Budget, states: "The proposed current expense budget shall contain the following information . . . (6) a statement of the proposed contingency reserves, all of which shall not exceed three percent of the general fund and of any other fund; . . . " The following contingency reserve funds which represents 0.02 percent of the General Fund and 0.37 percent of the Highways Fund, have been included in the Approved Fiscal Year 2012-2013 Operating Budget.

GENERAL FUND	\$100,000
HIGHWAYS FUND	\$200,000

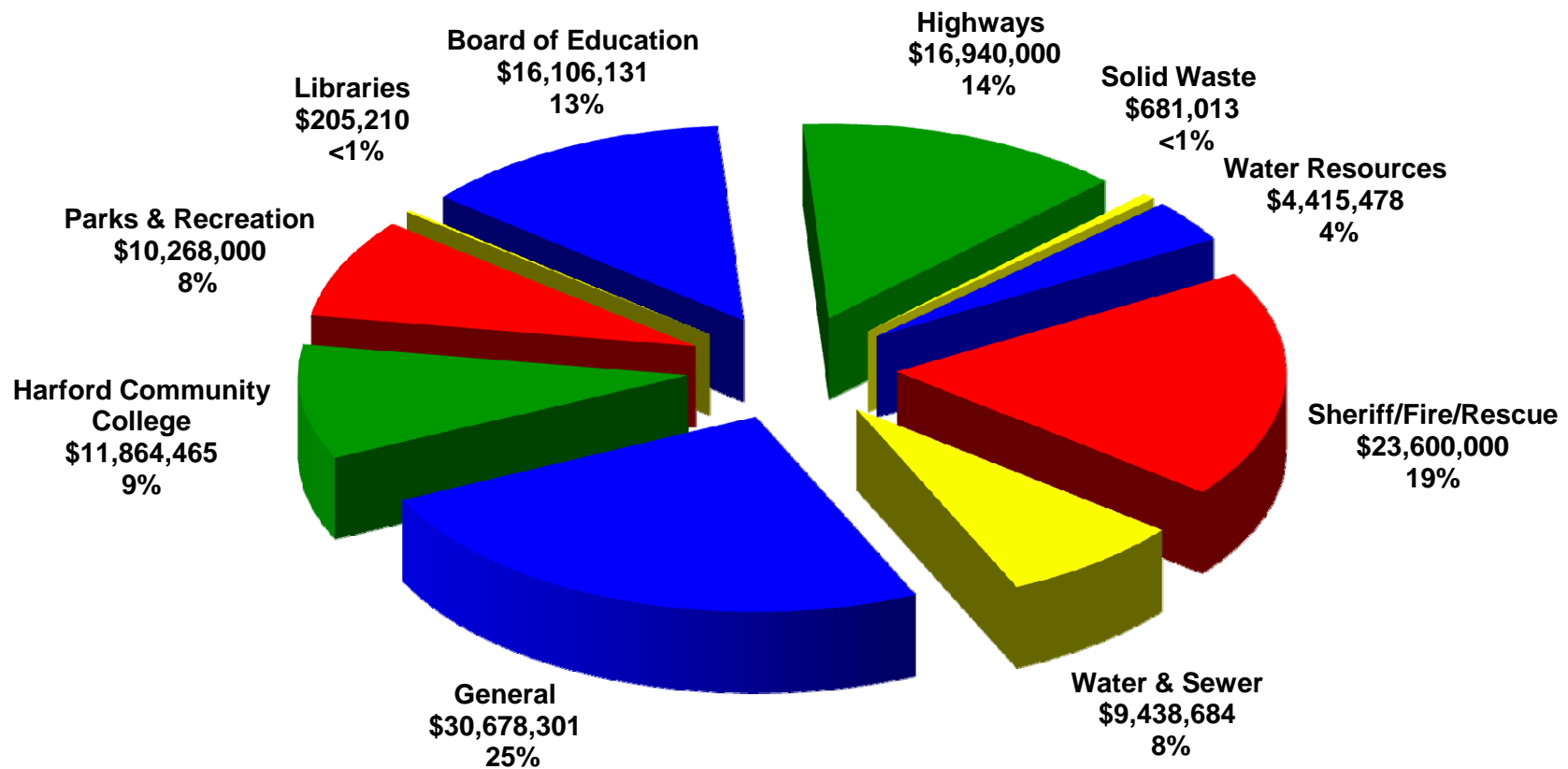
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# **CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM**

**APPROVED CAPITAL BUDGET  
REVENUES  
FISCAL YEAR 2012 - 2013  
TOTAL BUDGET \$124,197,282**



**APPROVED CAPITAL BUDGET  
APPROPRIATIONS  
FISCAL YEAR 2012 - 2013  
TOTAL BUDGET \$124,197,282**



FY 13 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER
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GENERAL FUND

GENERAL CAPITAL

Bel Air Parking Garage	645,000	645,000	0	0	0	0	0	0	0	0	0	0	0
Board of Education Debt Service	18,258,301	0	0	0	0	8,358,301	4,800,000	5,100,000	0	0	0	0	0
Countywide Facilities Master Plan Study	1,250,000	1,250,000	0	0	0	0	0	0	0	0	0	0	0
Efficiency Capital Investment Projects	75,000	58,321	0	0	0	16,679	0	0	0	0	0	0	0
Fleet Replacement	1,340,000	1,340,000	0	0	0	0	0	0	0	0	0	0	0
Fuel Dispensing System Upgrade	100,000	100,000	0	0	0	0	0	0	0	0	0	0	0
GIS Update	250,000	250,000	0	0	0	0	0	0	0	0	0	0	0
HMAN (Harford County Metro Area Network)	2,000,000	0	0	2,000,000	0	0	0	0	0	0	0	0	0
Humane Society	6,075,000	0	0	5,675,000	0	0	0	0	0	0	0	0	400,000
Refresh Program	585,000	585,000	0	0	0	0	0	0	0	0	0	0	0
Repairs to 45 South Main Street Building	100,000	100,000	0	0	0	0	0	0	0	0	0	0	0
Safeguarding Business Operations	0	5,000,000	0	0	(5,000,000)	0	0	0	0	0	0	0	0
<b>SUB-TOTAL GENERAL</b>	<b>30,678,301</b>	<b>9,328,321</b>	<b>0</b>	<b>7,675,000</b>	<b>(5,000,000)</b>	<b>8,374,980</b>	<b>4,800,000</b>	<b>5,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400,000</b>

WATER RESOURCES

Bynum Run at St. Andrews Way Stream Restoration	57,026	0	0	0	0	57,026	0	0	0	0	0	0	0
Joppatowne Area Watershed Restoration	300,000	150,000	0	0	0	0	0	0	150,000	0	0	0	0
Lily Run Watershed Restoration	725,000	150,000	0	0	0	0	0	0	75,000	0	0	0	500,000
Maintenance/Repair of Dams	35,000	20,000	0	0	0	0	0	0	0	0	0	0	15,000
Plumtree Run Watershed Restoration	268,452	0	0	0	0	268,452	0	0	0	0	0	0	0
Sams Branch Watershed Restoration	600,000	250,000	0	0	0	0	0	0	350,000	0	0	0	0
Stormwater Enhancement	200,000	0	0	0	0	0	0	0	0	0	0	0	200,000
Stormwater Pollution Prevention	330,000	280,000	0	0	0	0	0	0	50,000	0	0	0	0
Watershed Stream Assessment Studies	350,000	250,000	0	0	0	100,000	0	0	0	0	0	0	0
Wheel Creek Watershed Restoration	600,000	400,000	0	0	0	0	0	0	200,000	0	0	0	0
Woodbridge Retrofit and Stream Restoration	300,000	300,000	0	0	0	0	0	0	0	0	0	0	0
Woodland Run Stream Restoration	650,000	250,000	0	0	0	0	0	0	400,000	0	0	0	0
<b>SUB-TOTAL WATER RESOURCES</b>	<b>4,415,478</b>	<b>2,050,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>425,478</b>	<b>0</b>	<b>0</b>	<b>1,225,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>715,000</b>

FY 13 APPROVED CAPITAL BUDGET													
PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER
<u>GENERAL FUND</u>													
SHERIFF/EMERGENCY/FIRE													
SHERIFF'S OFFICE													
Computer Equipment/Networks	300,000	300,000	0	0	0	0	0	0	0	0	0	0	0
EMERGENCY OPERATIONS													
700 MHz Wireless Radio System Equipment	2,600,000	2,600,000	0	0	0	0	0	0	0	0	0	0	0
911 State Fee Fund	100,000	0	0	0	0	0	0	0	100,000	0	0	0	0
New Emergency Operations Center Complex	20,000,000	0	0	20,000,000	0	0	0	0	0	0	0	0	0
Public Safety Communication in School Buildings	100,000	100,000	0	0	0	0	0	0	0	0	0	0	0
VOLUNTEER FIRE COMPANIES													
Susquehanna Hose Company House #3	500,000	500,000	0	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL SHERIFF/EMERGENCY/FIRE	23,600,000	3,500,000	0	20,000,000	0	0	0	0	100,000	0	0	0	0

## FY 13 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER
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GENERAL FUND

## HARFORD COMMUNITY COLLEGE

Computer Equipment/Technology	283,750	0	0	0	0	0	0	0	0	0	0	0	283,750
Library Infrastructure	98,000	0	0	0	0	0	0	0	0	0	0	0	98,000
Nursing and Allied Health Building	7,050,975	0	0	2,890,000	0	0	0	0	4,160,975	0	0	0	0
Plant Services Annex	600,000	0	0	0	0	0	0	0	0	0	0	0	600,000
Roof Replacements	375,000	0	0	0	0	0	0	0	375,000	0	0	0	0
Site and Parking Lot Improvements	357,000	0	0	0	0	0	0	0	357,000	0	0	0	0
Sports Complex Entrance and Grounds	231,000	0	0	0	0	0	0	0	0	0	0	0	231,000
Susquehanna Center Addition/Renovations	1,455,960	0	0	0	0	0	0	0	1,164,000	0	0	0	291,960
Water and Wastewater	1,412,780	0	0	880,000	0	94,907	0	0	0	0	0	0	437,873
<b>SUB-TOTAL HCC</b>	<b>11,864,465</b>	<b>0</b>	<b>0</b>	<b>3,770,000</b>	<b>0</b>	<b>94,907</b>	<b>0</b>	<b>0</b>	<b>6,056,975</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,942,583</b>

## LIBRARIES

Facility Maintenance and Repairs	5,210	0	0	0	0	5,210	0	0	0	0	0	0	0
Technology	200,000	200,000	0	0	0	0	0	0	0	0	0	0	0
<b>SUB-TOTAL LIBRARIES</b>	<b>205,210</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,210</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

FY 13 APPROVED CAPITAL BUDGET													
PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER
<u>GENERAL FUND</u>													
<b>BOARD OF EDUCATION</b>													
ADA Improvements	50,000	0	0	0	0	0	0	0	0	0	0	0	50,000
Athletic Field Repair	70,000	0	0	0	0	0	0	0	0	0	0	0	70,000
Backflow Prevention	50,000	0	0	0	0	0	0	0	0	0	0	0	50,000
Band Uniform Refresh Program	10,000	0	0	0	0	0	0	0	0	0	0	0	10,000
Building Envelope Improvements	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
C. Milton Wright High School Field Facilities	25,000	0	0	0	25,000	0	0	0	0	0	0	0	25,000
Career & Tech Education Equipment Refresh	50,000	0	0	0	0	0	0	0	0	0	0	0	50,000
Environmental Compliance	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
Fire Alarm and ER Communications	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
Magnolia Middle School Comprehensive HVAC	4,900,000	0	0	0	0	0	0	0	2,646,000	0	0	0	2,254,000
Music Equipment Refresh Program	50,000	0	0	0	0	0	0	0	0	0	0	0	50,000
North Harford ES Comprehensive HVAC	2,277,000	0	0	0	0	0	0	0	1,226,610	0	0	0	1,050,390
Playground Equipment	150,000	0	0	0	0	0	0	0	0	0	0	0	150,000
Red Pump Road Elementary School	0	0	0	0	0	0	0	0	11,004,000	0	0	0	(11,004,000)
Relocatable Classrooms	400,000	400,000	0	0	0	0	0	0	0	0	0	0	0
Replacement Buses	318,000	0	0	0	0	0	0	0	0	0	0	0	318,000
Roof Replacements - FY 13 Havre de Grace	1,386,000	0	0	0	0	0	0	0	829,521	0	0	0	556,479
Security Cameras	150,000	0	0	0	0	0	0	0	0	0	0	0	150,000
Septic Facility Code Upgrade	500,000	0	0	0	0	0	0	0	0	0	0	0	500,000
Special Education Facilities Improvements	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
SWM, Erosion, Sediment Control	400,000	0	0	0	0	0	0	0	0	0	0	0	400,000
Technology Education Lab Refresh	150,000	0	0	0	0	0	0	0	0	0	0	0	150,000
Technology Infrastructure	3,498,487	0	0	0	0	0	0	0	0	0	0	0	3,498,487
Textbooks/Supplemental Materials Refresh	1,271,644	0	0	0	0	0	0	0	0	0	0	0	1,271,644
<b>SUB-TOTAL BOARD OF EDUCATION</b>	<b>16,106,131</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,706,131</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SUB-TOTAL GENERAL FUND CAPITAL</b>	<b>86,869,585</b>	<b>15,478,321</b>	<b>0</b>	<b>31,445,000</b>	<b>(5,000,000)</b>	<b>8,900,575</b>	<b>4,800,000</b>	<b>5,100,000</b>	<b>23,088,106</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,057,583</b>

FY 13 APPROVED CAPITAL BUDGET													
PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER

SOLID WASTE SERVICES

SOLID WASTE SERVICES

HWDC Expansion	181,013	0	0	0	0	181,013	0	0	0	0	0	0	0
Solid Waste Transfer Station	500,000	0	0	500,000	0	0	0	0	0	0	0	0	0

SUB-TOTAL SOLID WASTE CAPITAL	681,013	0	0	500,000	0	181,013	0	0	0	0	0	0	0
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TOTAL ALL GENERAL FUND CAPITAL	87,550,598	15,478,321	0	31,945,000	(5,000,000)	9,081,588	4,800,000	5,100,000	23,088,106	0	0	0	3,057,583
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## FY 13 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER
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PARKS & RECREATION FUNDPARKS & RECREATION

Athletic Field Improvements	1,400,000	0	0	1,400,000	0	0	0	0	0	0	0	0	0
Backstop Renovations	45,000	0	0	0	0	0	0	25,000	0	0	0	0	20,000
Belcamp Park Renovations	75,000	0	0	0	0	0	0	0	0	0	0	75,000	0
Bleacher Renovations	60,000	0	0	0	0	0	0	30,000	0	0	0	0	30,000
Broad Creek Boat Launch Ramp	165,000	0	0	0	0	0	0	0	0	0	165,000	0	0
Cedar Lane Sports Complex Improvements	661,000	661,000	0	0	0	0	0	0	0	0	0	0	0
Churchville Complex Development	3,000,000	0	0	3,000,000	0	0	0	0	0	0	0	0	0
Darlington Park Development	600,000	0	0	0	0	0	0	200,000	0	400,000	0	0	0
David Craig Park Development	75,000	12,904	0	0	0	62,096	0	0	0	0	0	0	0
Eden Mill Park Rehabilitation	75,000	0	0	0	0	0	0	75,000	0	0	0	0	0
Edgewood Recreation & Community Center	100,000	0	0	0	0	0	0	100,000	0	0	0	0	0
Emily Bayliss Graham Park	250,000	150,000	0	0	0	0	0	0	0	0	0	0	100,000
Facility Renovations	25,000	0	0	0	0	0	0	25,000	0	0	0	0	0
Gunpowder River Dredging	262,000	0	0	0	0	0	0	12,000	250,000	0	0	0	0
Jarrettsville Complex Restrooms	300,000	0	0	0	0	0	0	300,000	0	0	0	0	0
Joppatowne Area Dredging	25,000	0	0	0	0	0	0	25,000	0	0	0	0	0
Natural Turf Improvements	200,000	0	0	0	0	0	0	200,000	0	0	0	0	0
Northern Regional Park	500,000	500,000	0	0	0	0	0	0	0	0	0	0	0
Nuttal Avenue Park Development	50,000	0	0	0	0	0	0	50,000	0	0	0	0	0
Oakington Farms - Tydings Park	650,000	650,000	0	0	0	0	0	0	0	0	0	0	0
Park Improvements	55,000	0	0	0	0	0	0	55,000	0	0	0	0	0
Parkland Acquisition	615,000	0	0	0	0	0	0	0	0	615,000	0	0	0
Parking Lot Paving	30,000	0	0	0	0	0	0	30,000	0	0	0	0	0
Playground Equipment	150,000	0	0	0	0	0	0	100,000	0	0	0	40,000	10,000
Tennis/Multipurpose Court	100,000	0	0	0	0	0	0	100,000	0	0	0	0	0
Water and Land Trails (North Park)	800,000	300,000	0	0	0	0	0	0	0	0	0	0	500,000

TOTAL PARKS & RECREATION CAPITAL	10,268,000	2,273,904	0	4,400,000	0	62,096	0	1,327,000	250,000	1,015,000	165,000	115,000	660,000
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FY 13 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER
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HIGHWAYS FUND

HIGHWAYS

BRIDGES

Abingdon Road Bridge #169 over CSX	120,000	60,000	0	0	0	0	0	0	0	0	60,000	0	0
Bridge and Road Scour Repairs	100,000	100,000	0	0	0	0	0	0	0	0	0	0	0
Bridge Inspection Program	550,000	0	0	0	0	0	0	0	0	0	550,000	0	0
Bridge Painting	225,000	225,000	0	0	0	0	0	0	0	0	0	0	0
Bridge Rehabilitation	250,000	250,000	0	0	0	0	0	0	0	0	0	0	0
Carrs Mill Road Bridge #216	50,000	50,000	0	0	0	0	0	0	0	0	0	0	0
Chestnut Hill Bridge #40	40,000	24,000	0	0	0	0	0	0	0	0	16,000	0	0
Glen Cove Road Bridge #156	30,000	30,000	0	0	0	0	0	0	0	0	0	0	0
Green Road Bridge #122	175,000	175,000	0	0	0	0	0	0	0	0	0	0	0
Harford Creamery Road Bridge #104	250,000	200,000	0	0	0	0	0	0	0	0	50,000	0	0
Hess Road Bridge #82	200,000	50,000	0	0	0	0	0	0	0	0	100,000	0	50,000
Jericho Road Bridge #3	650,000	0	0	0	0	0	0	0	0	0	650,000	0	0
Macton Road Bridge #145	650,000	650,000	0	0	0	0	0	0	0	0	0	0	0
Robinson Mill Road Bridge #154	70,000	70,000	0	0	0	0	0	0	0	0	0	0	0
St. Clair Bridge Road Bridge #99	200,000	0	0	0	0	0	0	0	0	0	200,000	0	0
Watervale Road Bridge #63	150,000	100,000	0	0	0	0	0	0	0	0	50,000	0	0
<b>SUB-TOTAL BRIDGES</b>	<b>3,710,000</b>	<b>1,984,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,676,000</b>	<b>0</b>	<b>50,000</b>

ROADWAYS

MacPhail Road/Tollgate Road Roundabout	200,000	0	0	0	0	0	0	0	0	0	0	200,000	0
Moores Mill Road	150,000	150,000	0	0	0	0	0	0	0	0	0	0	0
Road Reconstruction and Resurfacing 13	500,000	500,000	0	0	0	0	0	0	0	0	0	0	0
Wheel Road (Laurel Bush to Fairway)	150,000	150,000	0	0	0	0	0	0	0	0	0	0	0
<b>SUB-TOTAL ROADWAYS</b>	<b>1,000,000</b>	<b>800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>0</b>

FY 13 APPROVED CAPITAL BUDGET													
PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER
<u>HIGHWAYS FUND</u>													
HIGHWAYS													
RESURFACING													
Resurfacing Roadways 13	5,640,000	5,640,000	0	0	0	0	0	0	0	0	0	0	0
<b>SUB-TOTAL RESURFACING</b>	<b>5,640,000</b>	<b>5,640,000</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
OTHER													
700 MHz Wireless Radio System Equipment	1,600,000	1,600,000	0	0	0	0	0	0	0	0	0	0	0
Culvert Rehabilitation	300,000	300,000	0	0	0	0	0	0	0	0	0	0	0
Efficiency Capital Investment Project	100,000	0	0	0	0	100,000	0	0	0	0	0	0	0
Facilities Repair Program	250,000	250,000	0	0	0	0	0	0	0	0	0	0	0
Fleet Replacement	1,032,000	1,032,000	0	0	0	0	0	0	0	0	0	0	0
Fuel Dispensing System Upgrade	250,000	250,000	0	0	0	0	0	0	0	0	0	0	0
Guardrails	100,000	100,000	0	0	0	0	0	0	0	0	0	0	0
HMAN (Harford County Metro Area Network)	680,000	680,000	0	0	0	0	0	0	0	0	0	0	0
Intersection Improvements	300,000	100,000	0	0	0	200,000	0	0	0	0	0	0	0
New Roads and Stormdrains 13	1,275,000	275,000	0	0	0	0	0	0	0	0	0	1,000,000	0
Refresh Program	153,000	89,135	0	0	0	63,865	0	0	0	0	0	0	0
Safeguarding Business Operations	0	1,680,000	0	0	(1,680,000)	0	0	0	0	0	0	0	0
Sidewalks and Handicapped Ramps	250,000	200,000	0	0	0	0	0	0	0	0	0	50,000	0
Stormdrain Rehabilitation	150,000	150,000	0	0	0	0	0	0	0	0	0	0	0
Traffic Calming and Road Safety Improvements	150,000	150,000	0	0	0	0	0	0	0	0	0	0	0
<b>SUB-TOTAL OTHER</b>	<b>6,590,000</b>	<b>6,856,135</b>	<b>0</b>	<b>0</b>	<b>(1,680,000)</b>	<b>363,865</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,050,000</b>	<b>0</b>
<b>TOTAL HIGHWAYS FUND CAPITAL</b>	<b>16,940,000</b>	<b>15,280,135</b>	<b>0</b>	<b>0</b>	<b>(1,680,000)</b>	<b>363,865</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,676,000</b>	<b>1,250,000</b>	<b>50,000</b>

FY 13 APPROVED CAPITAL BUDGET

PROJECT	TOTAL	PAYGO	PRIOR BONDS	COUNTY BONDS	LEASE PURCHASE	REAPPROP	TRANSFER TAX	RECORD. TAX	STATE	P.O.S.	FEDERAL	DEVELOPER	OTHER
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WATER & SEWER FUND

WATER PROJECTS

700 MHz Wireless Radio System Equipment	546,000	546,000	0	0	0	0	0	0	0	0	0	0	0
Fleet Replacement	430,000	430,000	0	0	0	0	0	0	0	0	0	0	0
HMAN (Harford County Metro Area Network)	720,000	720,000	0	0	0	0	0	0	0	0	0	0	0
Refresh Program	162,000	162,000	0	0	0	0	0	0	0	0	0	0	0
Renewal & Replacement Water Infrastructure	100,000	100,000	0	0	0	0	0	0	0	0	0	0	0
Safeguarding Business Operations	0	1,760,000	0	0	(1,760,000)	0	0	0	0	0	0	0	0
Water & Sewer Rate Study	300,000	300,000	0	0	0	0	0	0	0	0	0	0	0
Water Meter Upgrade	540,000	540,000	0	0	0	0	0	0	0	0	0	0	0
Water Quality Improvements	300,000	300,000	0	0	0	0	0	0	0	0	0	0	0
<b>SUB-TOTAL WATER PROJECTS</b>	<b>3,098,000</b>	<b>4,858,000</b>	<b>0</b>	<b>0</b>	<b>(1,760,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

SEWER PROJECTS

Bill Bass Pump Station - FM Replacement	700,384	0	0	245,000	0	455,384	0	0	0	0	0	0	0
Chlorine Replacement Program WWTP	485,000	0	0	0	0	0	0	0	0	0	485,000	0	0
Green Ridge Pump Station Replacement	1,300,000	0	0	1,300,000	0	0	0	0	0	0	0	0	0
Harford Estates Pump Station Abandonment	370,000	370,000	0	0	0	0	0	0	0	0	0	0	0
Harford WWTP Facility Improvements	885,000	400,000	0	0	0	0	0	0	0	0	485,000	0	0
Infiltration & Inflow	150,000	150,000	0	0	0	0	0	0	0	0	0	0	0
Oaklyn Manor/Joppa Area Sewer Relief	1,950,300	0	0	1,005,000	0	0	0	0	0	0	765,300	180,000	0
Renewal and Replacement Sewer Infrastructure	200,000	200,000	0	0	0	0	0	0	0	0	0	0	0
Sod Run Facility Improvements	300,000	300,000	0	0	0	0	0	0	0	0	0	0	0
<b>SUB-TOTAL SEWER PROJECTS</b>	<b>6,340,684</b>	<b>1,420,000</b>	<b>0</b>	<b>2,550,000</b>	<b>0</b>	<b>455,384</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,735,300</b>	<b>180,000</b>	<b>0</b>

<b>TOTAL WATER &amp; SEWER FUND CAPITAL</b>	<b>9,438,684</b>	<b>6,278,000</b>	<b>0</b>	<b>2,550,000</b>	<b>(1,760,000)</b>	<b>455,384</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,735,300</b>	<b>180,000</b>	<b>0</b>
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	<b>TOTAL</b>	<b>PAYGO</b>	<b>PRIOR BONDS</b>	<b>COUNTY BONDS</b>	<b>LEASE PURCHASE</b>	<b>REAPPROP</b>	<b>TRANSFER TAX</b>	<b>RECORD. TAX</b>	<b>STATE</b>	<b>P.O.S.</b>	<b>FEDERAL</b>	<b>DEVELOPER</b>	<b>OTHER</b>
<b>TOTAL APPROVED CAPITAL BUDGET</b>	<b>124,197,282</b>	<b>39,310,360</b>	<b>0</b>	<b>38,895,000</b>	<b>(8,440,000)</b>	<b>9,962,933</b>	<b>4,800,000</b>	<b>6,427,000</b>	<b>23,338,106</b>	<b>1,015,000</b>	<b>3,576,300</b>	<b>1,545,000</b>	<b>3,767,583</b>

## **FISCAL YEAR 2013 APPROVED CAPITAL BUDGET HIGHLIGHTS**

Harford County's Capital Budget policies and funding structure can be found in the County Budget Policies/Process section of this document. What follows is a brief summary of the FY 13 Capital Budget and Capital Improvement Program.

### **WHY CAPITAL PROGRAMMING?**

Harford County Government officials, after gathering input from all departments and agencies, identify needed long-range public facilities and improvements and formulate a capital program, consisting of a one year Capital Budget and a six year Capital Improvement Program.

### **CAPITAL PROGRAM OBJECTIVES**

- To provide the infrastructure necessary to support the County's public services.
- To support the development objectives included in approved County plans, especially the Land Use Master Plan.
- To enhance financial planning by comparing needs with resources, estimating possible future bond issues, plus debt service and other current revenue needs, thus identifying operating budget and tax rate implications.
- To establish priorities among projects so that available effort and limited resources are used to the best advantage, emphasizing functionality over aesthetics, standardization of materials and infrastructure, and employing best practices to achieve efficiency and economy.
- To plan public facility construction to coordinate timing and functional relationships.
- To identify as accurately as possible the impacts of Capital projects on future operating budgets, energy use and costs, and demands on land use.
- To provide a central source of information on all planned public construction for residents, agencies and other interest groups.

### **FACTORS FOR INCLUSION IN THE CAPITAL PROGRAM**

A common characteristic of all projects eligible for inclusion in the Capital Program is that each adds to, supports or improves the physical infrastructure, capital assets, or productive capacity of County services.

Capital projects also have one or more of the following characteristics:

- Expenditures that will take place over two or more years, requiring continuing appropriations.

## **FISCAL YEAR 2013 APPROVED CAPITAL BUDGET HIGHLIGHTS**

- Funding with the use of debt, because of significant costs that should be shared by future as well as current users or beneficiaries of the project.
- Systematic acquisition over an extended time period, to complete implementation of a major functional or operating system.
- Scheduled replacement or renovation of specific elements of many facilities, e.g. energy conservation improvements or roof replacements.

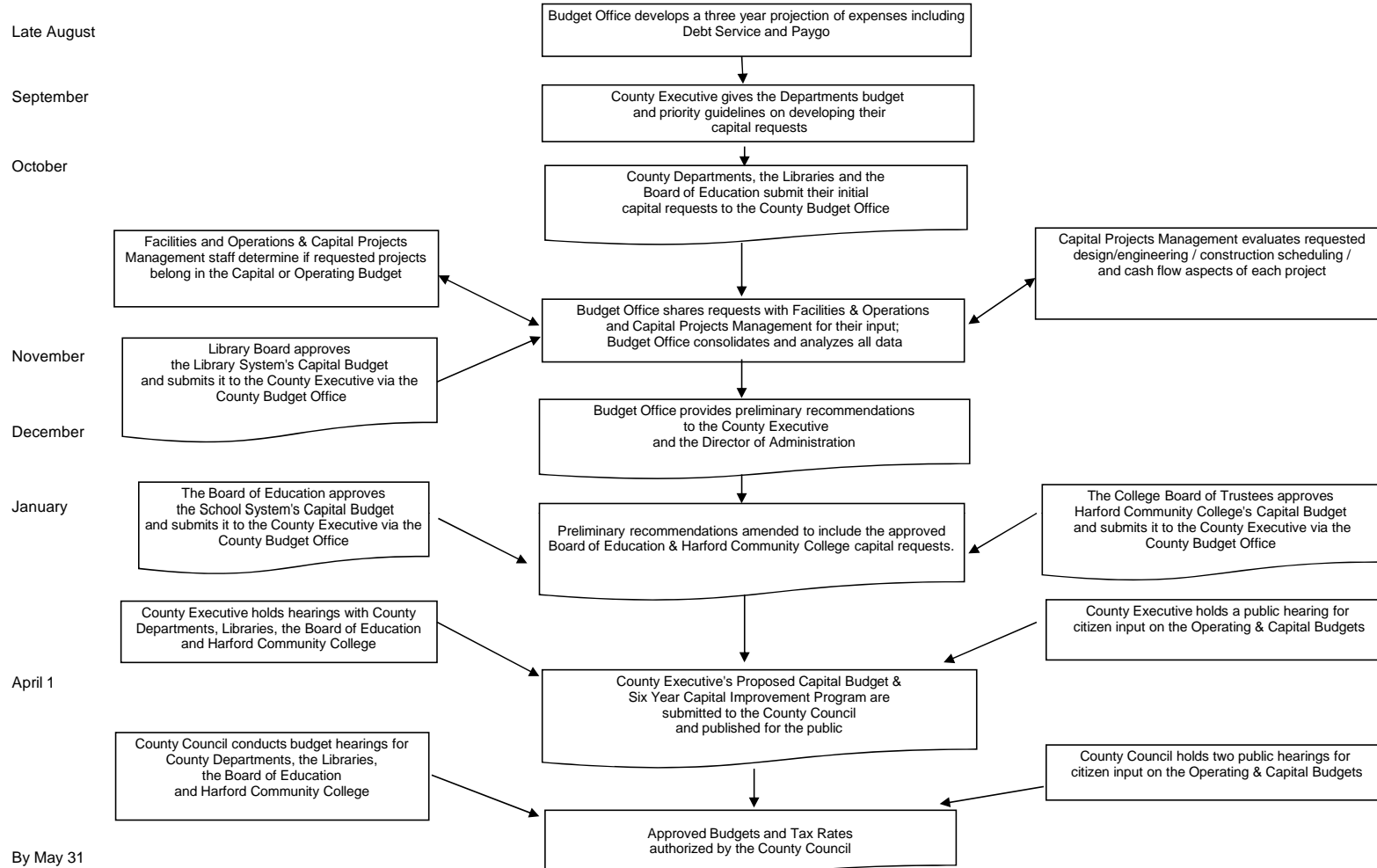
### **CAPITAL PROGRAM PROJECT PROFILE**

In order to be included in the Capital Budget or Capital Improvement Program, a project must fit one or more of the following profiles:

- Construction of public buildings and facilities in government ownership including schools, offices, service centers, stations, warehouses, shops, parking lots and garages, with the initial complement of furnishings and equipment necessary to make them operational.
- Renovation or reconstruction projects for the purpose of expanding the capacity or extending the useful life of public buildings, facilities or infrastructures.
- Roads or other transportation systems that provide the means for movement of people, goods, and services throughout the County.
- Acquisition of property (either land or improvement) or easements for building sites, rights-of-way, purposes of conservation or preservation, and other public improvements such as parks and recreation areas.
- Site improvements that may include drainage, water supply, sewerage or other utilities as well as access and grading for specified public use.
- Major capital equipment and equipment systems as well as acquisition of major automated systems involving hardware, software, and training.
- Other capital assets which have a long-term operational or economic value.
- Planning and feasibility studies to consider the acquisition, construction, or improvement of permanent assets or physical infrastructure as noted above.

## FISCAL YEAR 2013 APPROVED CAPITAL BUDGET HIGHLIGHTS

### HARFORD COUNTY'S CAPITAL BUDGET PROCESS



## FISCAL YEAR 2013 APPROVED CAPITAL BUDGET HIGHLIGHTS

### **FISCAL YEAR 2013 CAPITAL BUDGET HIGHLIGHTS**

The FY 2013 Approved Capital Budget consists of 148 projects at a total cost of \$124,197,282. It is supported by several revenue sources. General Obligation Bonds and Paygo funding comprise a portion of the revenue sources with bonds supporting almost \$39 million or 31% of total and Paygo funding supporting \$39 million or 32% of total. State Aid provides \$23.3 million or 18.8% of the Capital Budget. The remaining 18.2% or \$22.6 million is comprised of recordation and transfer taxes, federal aid, lease purchase and miscellaneous revenues. Most projects take several years to complete, therefore the Capital Budget usually supports a particular phase of a project, such as land acquisition, design or construction. Since it may take several years to complete a project, many are incorporated in the County's six-year Capital Improvement Program.

#### **General Capital Projects**

A project to provide funding for a Countywide Facilities Master Plan Study	1,250,000
Funding for construction of a new Humane Society Complex	6,075,000
A project to allow for the collection of Recordation Tax in the Capital Projects fund in accordance with State law. Recordation taxes may be used for the payment of Debt Service or pay-as-you-go funding for education projects. This project will provide a more informative means for audit presentation.	18,258,301
A project to use advanced telecommunications infrastructure to increase access to the web and other computer utilities for the citizens, businesses, and governmental entities within Harford County.	2,000,000
Funding for the replacement of aging vehicles and equipment	1,340,000

#### **Water Resources Projects**

Twelve projects provide funds to restore and improve watersheds to reduce pollutants and improve water quality; provide for stormwater enhancement, maintenance and repair of dams, and stream restoration at various locations.	4,415,478
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<p align="center"><b>FISCAL YEAR 2013 APPROVED CAPITAL BUDGET HIGHLIGHTS</b></p>
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**Sheriff/Emergency/Fire Projects**

Sheriff's Office - funding for the replacement and upgrade of computer software and hardware in order to provide reliable and efficient technology for public safety	300,000
Emergency Operations Center - funding to begin construction on renovations and upgrades to the existing Emergency Operations Center; and a project to ensure interoperability with Baltimore County and regional radio systems through 700 and 800 MHz channels	22,600,000
A project to provide emergency communication abilities within public middle and high schools.	100,000
One project for the Volunteer Fire Companies provides funds for the renovation of Susquehanna Hose Company House #3	500,000

**Parks and Recreation Projects**

Funding for major improvements to athletic fields at various locations throughout the County by installation of artificial turf	1,400,000
Installation of irrigation and improvements to natural turf fields at the Cedar Lane Sports Complex	661,000
Funding for the acquisition of land to be used for active and/or passive park sites	615,000
Construction of two multipurpose fields and a recreation center for the Churchville Complex Development	3,000,000
Development and construction of field facilities at Darlington Park	600,000

**Harford Community College**

Construction of a wastewater treatment facility to ensure compliance with MDE regulations	1,412,780
A new Allied Health and Nursing Building to provide adequate classroom and laboratory space for current and future expansion of the existing credit and noncredit Nursing and Allied Health Programs	7,050,975

<p><b>FISCAL YEAR 2013 APPROVED CAPITAL BUDGET HIGHLIGHTS</b></p>
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**Libraries**

Network and technology upgrades and replacements for staff and public computers	200,000
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**Board of Education Projects**

Projects under the Board of Education include funding for routine repairs/renovations such as athletic field repair, backflow prevention, band uniform refresh, security cameras, textbooks and supplemental materials, special education facilities improvements, and septic facility code upgrades. There are two projects to support technology education and infrastructure. While there are not any projects funded for FY 13 to replace County schools, there are two projects to install air conditioning at one elementary school and one middle school; and funding for a roof replacement at Havre de Grace High School.	16,106,131
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**Solid Waste Services Projects**

A project to provide for the continued permitting, engineering and construction of landfill cells at the Harford Waste Disposal Center (HWDC); and a project to provide for the site selection, land acquisition and planning of a solid waste processing facility and transfer station.	681,013
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**Highways Projects**

**Bridges**

Sixteen bridge projects, which include repair, replacement, rehabilitation, and structural evaluation.	3,710,000
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**Roadways**

Four projects provide for improvements to various roads and intersections	1,000,000
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**Resurfacing**

Resurfacing of various roadways	5,640,000
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**Other**

Fifteen projects including funding for guardrails, intersection improvements, new roads and storm drains, sidewalks and handicapped ramps, replacement of fleet, and funding for Highways' share of the 700 MHz radio purchase.	6,590,000
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<p><b>FISCAL YEAR 2013 APPROVED CAPITAL BUDGET HIGHLIGHTS</b></p>
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**Water Projects**

Funding for the purchase of replacement water meters and encoders, receivers, and transmitters.	540,000
A project for the replacement of Water and Sewer equipment and vehicles	430,000
A project to allow for the hiring of an outside consultant to perform evaluation on the projected operating and maintenance, and capital revenue and expenses for Water and Sewer and to recommend improvements to the current rate structure.	300,000

**Sewer Projects**

A project for the design and construction of a replacement pump station in Green Ridge	1,300,000
Funding to allow for treatment process enhancements to be installed at the Joppatowne and Sod Run Wastewater Treatment plants.	885,000
Construction of a relief sewer to provide necessary capacity to provide gravity flow; as well as extension of gravity sewer under the CSX Railroad	1,950,300

**HARFORD COUNTY, MARYLAND**  
**STATEMENTS OF ESTIMATED UNAPPROPRIATED FUND BALANCES**  
**CAPITAL FUND**

	<u>GENERAL</u>	<u>HIGHWAYS</u>	<u>PARKS &amp; REC.</u>	<u>TOTAL</u>
<b>TOTAL FUND BALANCE AT JUNE 30, 2011</b>	<u>41,875,821</u>	<u>12,863,868</u>	<u>1,190,115</u>	<u>55,929,804</u>
<b>Less: Reservation of Fund Balance</b>				
Restricted	27,868,648	6,655,949	594,673	35,119,270
<b>Less: Unreserved Fund Balance</b>				
Approp. Of Fund Bal.	2,299,905	1,093,945	575,000	3,968,850
Encumbrances	<u>11,707,268</u>	<u>5,113,974</u>	<u>20,442</u>	<u>16,841,684</u>
	<u>41,875,821</u>	<u>12,863,868</u>	<u>1,190,115</u>	<u>55,929,804</u>
<b>Fund Balance Available for Appropriation at June 30, 2011</b>				
Undesignated Fund Balance	0	0	0	0
 Estimated Revenues - Open Project	731,371,570	88,657,022	88,039,245	908,067,837
Estimated Expenditures - Open Project	<u>(731,318,576)</u>	<u>(88,627,015)</u>	<u>(88,024,995)</u>	<u>(907,970,586)</u>
<b>Fund Balance Available for Appropriation at June 30, 2012</b>				
Undesignated Fund Balance	<u>52,994</u>	<u>30,007</u>	<u>14,250</u>	<u>97,251</u>
 <b>Fund Balance Available for Appropriation at June 30, 2012</b>				
Undesignated Fund Balance	52,994	30,007	14,250	97,251
Estimated Revenues Fiscal Year 2013				
Paygo	15,478,321	15,280,135	2,273,904	33,032,360
Recordation Tax	5,100,000	0	1,327,000	6,427,000
Transfer Tax	4,800,000	0	0	4,800,000
Reappropriated from Prior Projects	9,081,588	363,865	62,096	9,507,549
Future Bonds	31,945,000	0	4,400,000	36,345,000
Lease Purchase	(5,000,000)	(1,680,000)	0	(6,680,000)
Federal Grant	0	1,676,000	165,000	1,841,000
State Bonds	21,763,106	0	0	21,763,106
State Grants	1,325,000	0	1,265,000	2,590,000
Developer Contribution	0	1,250,000	115,000	1,365,000
Other	<u>3,057,583</u>	<u>50,000</u>	<u>660,000</u>	<u>3,767,583</u>
Total Estimated Revenues Fiscal Year 2013	<u>87,550,598</u>	<u>16,940,000</u>	<u>10,268,000</u>	<u>114,758,598</u>
Approved Expenditures Fiscal Year 2013	<u>(87,550,598)</u>	<u>(16,940,000)</u>	<u>(10,268,000)</u>	<u>(114,758,598)</u>
 <b>Fund Balance Available for Appropriation at June 30, 2013</b>				
Undesignated Fund Balance	<u>52,994</u>	<u>30,007</u>	<u>14,250</u>	<u>97,251</u>

<p style="text-align: center;"><b>HARFORD COUNTY, MARYLAND</b>  <b>STATEMENT OF ESTIMATED UNRESTRICTED NET ASSETS</b>  <b>WATER &amp; SEWER CAPITAL FUND</b></p>
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	<u>WATER &amp; SEWER</u>
<b>Unrestricted Net Assets June 30, 2011</b>	0
Estimated Revenues - Open Projects	234,727,236
Estimated Expenditures - Open Projects	<u>(234,727,236)</u>
<b>Estimated Unrestricted Net Assets June 30, 2012</b>	<u>0</u>
 <b>Estimated Revenues Fiscal Year 2013</b>	
Paygo	6,278,000
Future Bonds	2,550,000
Reappropriated	455,384
Federal	1,735,300
Developer	180,000
Lease Purchase	<u>(1,760,000)</u>
<b>Total Estimated Revenues Fiscal Year 2013</b>	9,438,684
<b>Approved Expenditures Fiscal Year 2013</b>	(9,438,684)
<b>Estimated Unrestricted Net Assets June 30, 2013</b>	<u>0</u>

**DEDICATED RECORDATION TAX**  
**STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE**  
**FISCAL YEAR 2013**

	<b>BOARD OF EDUCATION</b>	<b>PARKS &amp; RECREATION</b>	<b>WATER &amp; SEWER DEBT SERVICE</b>
<b>UNDESIGNATED RECORDATION TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2011</b>	1,152,670	594,673	0
Plus Fiscal Year 2012 Estimated Recordation Tax Revenues	6,346,877	1,563,037	1,563,037
Less Fiscal Year 2012 Estimated Expenditures	<u>(6,392,809)</u>	<u>(2,157,710)</u>	<u>(1,563,037)</u>
 <b>ESTIMATED RECORDATION TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2012</b>	 1,106,738	 0	 0
Plus Fiscal Year 2013 Estimated Revenues:			
2013 Recordation Tax receipts	5,100,000	1,327,000	1,327,000
Less Fiscal Year 2013 Estimated Expenditures	<u>(6,206,738)</u>	<u>(1,327,000)</u>	<u>(1,327,000)</u>
 <b>ESTIMATED RECORDATION TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2013</b>	 <u><u>0</u></u>	 <u><u>0</u></u>	 <u><u>0</u></u>

<p style="text-align: center;"><b>DEDICATED TRANSFER TAX</b></p> <p style="text-align: center;"><b>STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE</b></p> <p style="text-align: center;"><b>FISCAL YEAR 2013</b></p>
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	AGRICULTURAL PRESERVATION	BOARD OF EDUCATION
<b>TOTAL FUND BALANCE AT JUNE 30, 2011</b>	48,455,544	7,635,365
Less: Committed Fund Balance Designated for Other Purposes	<u>(43,308,194)</u>	<u>0</u>
<b>UNDESIGNATED TRANSFER TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2011</b>	5,147,350	7,635,365
Plus Fiscal Year 2012 Estimated Revenues:		
Transfer Tax		
2012 Transfer Tax receipts	5,194,552	5,194,552
Other Revenues	3,160,000	0
Less Fiscal Year 2012 Estimated Expenditures	<u>(11,202,393)</u>	<u>(5,578,354)</u>
<b>UNDESIGNATED TRANSFER TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2012</b>	2,299,509	7,251,563
Plus Fiscal Year 2013 Estimated Revenues:		
Transfer Tax		
2013 Transfer Tax receipts	4,800,000	4,800,000
Other Revenue	784,772	0
Less Fiscal Year 2013 Estimated Expenditures	<u>(6,803,958)</u>	<u>(12,051,563)</u>
<b>ESTIMATED TRANSFER TAX FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2013</b>	<u><u>1,080,323</u></u>	<u><u>0</u></u>

<p style="text-align: center;"><b>DEDICATED IMPACT FEE</b> <b>STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE</b> <b>FISCAL YEAR 2013</b></p>
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	<b>BOARD OF EDUCATION</b>
<b>UNDESIGNATED IMPACT FEE FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2011</b>	3,718,300
Plus Fiscal Year 2012 Estimated Impact Fee Revenues	2,268,688
Less Fiscal Year 2012 Estimated Expenditures	<u>(5,986,988)</u>
<b>ESTIMATE IMPACT FEE FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2012</b>	0
Plus Fiscal Year 2013 Estimated Revenues:	
Fiscal Year 2013 Impact Fee Revenues	1,750,000
Less Fiscal Year 2013 Estimated Expenditures	<u>(1,750,000)</u>
<b>ESTIMATED IMPACT FEE FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2013</b>	<u><u>0</u></u>

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET				
PROJECT TITLE	TOTAL PROJECT COST	FY 13 BUDGET	PURPOSE	OPERATING BUDGET IMPACT
<b><u>GENERAL</u></b>				
Efficiency Capital Investment Projects	1,600,000	75,000	Efficiency projects will be annually identified and implemented to reduce operating costs and the County's environmental footprint. Projects will emphasize by making facilities safe, secure, functional and efficient for the delivery of services to the constituents of Harford County by reducing energy costs and increasing operational efficiency through the effective utilization of space.	After completion of energy audits on 22 County buildings, results will guide efficiency projects based upon return on investment, improved services, and ultimately increased operational efficiency and reductions to operating expenses.
<b><u>SOLID WASTE</u></b>				
HWDC Expansion	28,070,353	181,013	Funding provides for the permitting, engineering, and construction of landfill cells, a landfill gas control system, leachate management, office facilities, facility related activities, appurtenances, and land acquisition for additional buffer area and future expansion.	The impact on the operating budget will be less than \$50,000 as a result of the expansion of the next landfill cell.
Solid Waste Transfer Station	3,700,000	500,000	Funding for this project will provide for the engineering and design of a solid waste processing facility and transfer station, recycling transfer station, and a residential drop-off facility.	The impact and annual operating/maintenance cost of a new Solid Waste Transfer Station would be in the range of \$100,000 to \$500,000.
<b><u>SHERIFF/EMERGENCY FIRE</u></b>				
<b><u>EMERGENCY</u></b>				
911 State Fee Fund	1,000,000	100,000	This project merely provides appropriation authority to accept State funds derived from a twenty-five cent charge on all 911 emergency calls. The County qualifies for reimbursement on certain equipment and furnishings.	This project has the potential for the County to be reimbursed up to \$100,000 each year for the purchase of certain items which qualify for State funding, subsequently freeing up County operating dollars.
700 MHz Wireless Radio System Equipment	15,115,412	2,600,000	This project provides funding for engineering services, equipment, and to upgrade sites to accommodate 700 and 800 MHz channels to comply with APCO P-25 technology standards; to ensure interoperability with Baltimore County and other regional radio systems.	The impact to the operating budget will be for associated costs in the operation of the test, as well as the additional radio channels required to handle the increased call volume, estimated to be approximately \$200,000.
<b><u>PARKS AND RECREATION</u></b>				
Churchville Complex Development	8,956,830	3,000,000	Funding will provide for further development of the Churchville Recreation Complex. For FY 13 construction of two multipurpose fields and a recreation center is planned. Future projects will include construction of a nature trail and additional active recreation facilities.	Following further development of the Complex there will be an annual increase to the Operating budget in the range of \$100,000-\$500,000. This includes an expected increase on personnel, with an expected increased need of 2.5 FTE's in FY 14.
Darlington Park Development	1,575,000	600,000	This project will provide for the construction of two soccer/lacrosse fields on an 11 acre site to serve the needs of the Darlington Recreation Council.	After construction, there will be additional costs of the mowing, fertilizing, and aerating. These costs are anticipated to be \$8,219 per year.
Nuttall Avenue Park Development	500,000	50,000	Funding for this project will include the development of passive community amenities such as trails, a picnic pavilion, and amphitheatre on what is currently a vacant site. Development of this attractive park site will contribute to revitalization of the area.	The impact on the operating budget will be more frequent maintenance (i.e. mowing) due to the development of this vacant site into a park area with trails, picnic areas, and other frequently used amenities.

**CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET**

**PROJECTS IMPACTING DEBT SERVICE**

INCLUDED IN THE FY 13 CAPITAL IMPROVEMENT PROGRAM ARE 39 PROJECTS SLATED TO BE FUNDED WITH FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES:

PROJECT TITLE	TOTAL PROJECT COST	FY 13 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
<b><u>GENERAL:</u></b>									
HMAN (Harford County Metro Area Network)	10,000,000	2,000,000	To provide funds to use advanced telecommunications to increase access to the web and other computer utilities for the citizens, businesses, and governmental entities within Harford County.	2,000,000					
Humane Society	6,400,000	6,075,000	Phase I provided pre-development funds for a new Humane Society complex. FY 13 funds include completion of engineering services and construction costs.	5,675,000					
Harford County Southern Resource Annex	28,874,200	0	To provide funding for the second phase of a governmental structure in the Edgewood community. Phase II included a building to house functions of the Health Department, Housing Agency, and Community Action Agency/Food Pantry.		6,000,000	7,000,000			
<b><u>SOLID WASTE:</u></b>									
Solid Waste Transfer Station	3,700,000	500,000	This project provides for the site selection, land acquisition, planning, permitting, engineering, and construction of a solid waste and recyclable materials processing facility and transfer station.	500,000					
HWDC Expansion	28,070,353	181,013	This project provides funding for land acquisition, additional buffer area, and future landfill expansion of the Harford Waste Disposal Center.			5,000,000			
Future Yard Trim Site	1,000,000	0	This project provides for the location, design, and construction of a new facility to collect and process yard trim material not permitted to be landfilled.						1,000,000
New Solid Waste Facilities Development	4,500,000	0	This project provides for the development of a Master Plan for all solid waste disposal facilities and acquisition of additional properties to accommodate customer traffic.					2,000,000	2,000,000
<b><u>SHERIFF/EMERGENCY FIRE</u></b>									
<b><u>EMERGENCY</u></b>									
New Emergency Operations Center Complex	30,000,000	20,000,000	This project is to design and build a new Emergency Operations Center Complex. Funding is requested in FY 13 for Phase I of the project. Design services have been completed and the project is "shovel ready".	20,000,000	3,710,475				

**CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET**

**PROJECTS IMPACTING DEBT SERVICE**

INCLUDED IN THE FY 13 CAPITAL IMPROVEMENT PROGRAM ARE 39 PROJECTS SLATED TO BE FUNDED WITH FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES:

PROJECT TITLE	TOTAL PROJECT COST	FY 13 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
<b><u>HARFORD COMMUNITY COLLEGE</u></b>									
New Nursing and Allied Health Building	17,272,466	7,050,975	This project will provide funds for adequate classroom and laboratory teaching space for current and future expansion of existing credit and noncredit Nursing and Allied Health Programs.	2,890,000	3,745,000				
Water and Wastewater	4,269,938	1,412,780	HCC has undertaken geotechnical analysis and has bid the phased construction of on-site pre-treatment of wastewater to ensure compliance with MDE regulations and the approved wastewater discharge permit.	880,000					
Higher Education and Conference Center (HECC)	20,940,000	0	This project provides funding for new construction of 70,400 GSF and converted space of 10,500 GSF that will triple the size of the HECC to better fulfill needs.				1,360,000	10,000,000	3,640,000
Parking Expansion	1,980,000	0	This project will provide a new parking lot with supporting stormwater management and lighting. Ongoing growth in enrollment is projected to create a need for additional parking.				90,000	900,000	
<b><u>LIBRARIES:</u></b>									
Darlington Branch - Feasibility & Expansion	4,701,720	0	This project will provide funding for expansion of the Darlington Library that currently operates out of a cramped and undersized modular facility. Following the study completed in FY 12, a modest library will be constructed in FY 17.					4,315,000	
Havre de Grace Expansion	7,935,000	0	This is one of Harford County's most heavily used branches. The Branch is undersized and all current spaces are very cramped. Parking is also insufficient. Construction and furnishing is planned for FY 15.			7,400,000			
<b><u>BOARD OF EDUCATION:</u></b>									
Havre de Grace High School Replacement	4,000,000	0	This project provides funding for replacement of the Havre de Grace High School. This school was originally constructed in 1955, and is a two building school that is separated by a City street and a State road.				4,000,000		
Homestead/Wakefield ES Modernization	30,601,471	0	This project calls for the modernization of a two building elementary school campus, in conjunction with an optimal building scheme to include Bel Air Middle School and the John Archer School.				2,600,000	10,370,000	10,390,000
William Paca/Old Post Elementary School Modernization	34,871,428	0	This elementary school is due for a full modernization of two buildings with 112,417 square feet. The need arises due to the age of the infrastructure and programmatic spatial requirements.					6,350,000	10,265,000
Youth's Benefit Elementary School	45,770,600	0	This project provides funding for engineering, design, and construction to replace a two building elementary school with one building.		9,810,000	9,910,000	3,875,000		

**CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET**

**PROJECTS IMPACTING DEBT SERVICE**

INCLUDED IN THE FY 13 CAPITAL IMPROVEMENT PROGRAM ARE 39 PROJECTS SLATED TO BE FUNDED WITH FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES:

PROJECT TITLE	TOTAL PROJECT COST	FY 13 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
<b><u>PARKS AND RECREATION:</u></b>									
Athletic Field Improvements	13,300,000	1,400,000	This project proposes major improvements to athletic fields at various locations throughout the County by the installation of artificial turf.	1,400,000	1,400,000	1,400,000	1,400,000	575,000	575,000
Churchville Complex Development	8,956,830	3,000,000	This project will fund further development of the Churchville Recreation Complex. Construction of two multipurpose fields and a recreation center is planned for construction in FY 13. Future projects include construction of a trail and additional active recreation facilities.	3,000,000	400,000				
Aberdeen Recreation Center	11,250,000	0	This project will provide a multi-purpose center to serve leisure needs for all ages in the Aberdeen community.						10,500,000
Enlarged Gymnasiums & Joint Facilities	1,200,000	0	This project proposes the construction of shared facilities at public schools such as enlarged gymnasiums.				600,000	600,000	
Trails and Linear Parks	2,150,000	0	This project proposes the acquisition, development, repair, and maintenance of hiker/biker trails, greenways and linear parks. Trails will be used for transportation as well as physical fitness facilities for walking, jogging, and bike riding.					1,000,000	
			<b>Total Planned 20 Year General Fund Bonds</b>	<b>36,345,000</b>	<b>25,065,475</b>	<b>30,710,000</b>	<b>13,925,000</b>	<b>36,110,000</b>	<b>38,370,000</b>

**CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET**

**PROJECTS IMPACTING DEBT SERVICE**

INCLUDED IN THE FY 13 CAPITAL IMPROVEMENT PROGRAM ARE 39 PROJECTS SLATED TO BE FUNDED WITH FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES:

PROJECT TITLE	TOTAL PROJECT COST	FY 13 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
<b><u>WATER &amp; SEWER:</u></b>									
<b><u>WATER</u></b>									
City of Baltimore Raw Water Supply	9,300,000	0	This project is a capital collection charge for an increase in allocation for raw water purchased from the City of Baltimore for the Abingdon Water Treatment Plant.						6,000,000
Havre de Grace Water Treatment Plant Upgrade	2,300,000	0	This project will allow for the addition of the third treatment unit and various upgrades to the existing plant to replace the finish water pump #3 thus increasing the capacity of the system as the City of Havre de Grace buys their water supply capacity back within the terms of the 1980's agreement.		250,000		1,850,000		
Hickory II Storage Tank and Main	500,000	0	This project will allow for the design and construction of a 1.5 mg elevated water storage tank located at the Hickory II Department of Public Works Complex, along with approximately 3,000 linear feet of 20" water transmission main from the tank to Vineyard Oaks North.						500,000
Magnolia Booster Station	700,000	0	This project is to allow for the design and construction of a new hydro pneumatic tank to be housed above ground within a new building addition, and provide an automatic telemetry system.			500,000			
Rt. 7 Transmission Parallel Phase I	300,000	0	This project allows for the design and construction of approximately 2,000 linear feet of 12" water main from Edgewood Road to Fashion Way.					300,000	
Rt. 7 Water Main Parallel	400,000	0	This project provides funding for the design and construction of approximately 3,000 linear feet of 20" water main parallel of the existing 12" and 16" main between Abingdon Road and Harford Town Road.				400,000		
Rt. 24 Water Transmission	960,000	0	Funding is for a multipurpose project allowing the planning, permitting, design, and construction of approximately 30,000 linear feet of 24" water transmission main from Plumtree Road to Bynum Tank.						800,000
Swan Harbor Tank	4,000,000	0	This project provides funding for the design and construction of a one million gallon elevated storage tank and 16" transmission main for the fire flow in Zone 1A and to provide additional capacity.		3,400,000				
Trimble Road Tank and Main	250,000	0	This project provides funding for the design and construction of a 2.0 million gallon elevated storage tank located near the Magnolia Middle/Elementary School complex.					250,000	

CAPITAL PROJECTS WHICH IMPACT THE OPERATING BUDGET									
<b>PROJECTS IMPACTING DEBT SERVICE</b> INCLUDED IN THE FY 13 CAPITAL IMPROVEMENT PROGRAM ARE 39 PROJECTS SLATED TO BE FUNDED WITH FUTURE COUNTY BONDS PAYABLE OVER 20 YEARS. THESE WILL IMPACT FUTURE OPERATING BUDGETS WITH PRINCIPAL, INTEREST AND SERVICE COST EXPENSES:									
PROJECT TITLE	TOTAL PROJECT COST	FY 13 BUDGET	PURPOSE	PLANNED FOR 20 YEAR BOND FUNDING					
				FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
<b><u>SEWER</u></b>									
Bill Bass Pump Station FM Replacement	7,700,384	700,384	This project is for the upgrade of the existing 15.4 mgd Bill Bass Pump Station to an 18 mgd and also will include a force main replacement project.	245,000			5,000,000	2,000,000	
Chlorine Replacement Program WWTP	3,110,000	485,000	This project will allow for the design and construction of gaseous chlorine conversion alternative for the County's two wastewater treatment plants.				450,000		2,000,000
Green Ridge Pump Station Replacement	1,500,000	1,300,000	This project provides funding for the design and construction of a replacement pump station in Green Ridge.	1,300,000					
Oaklyn Manor/Joppa Area Sewer Relief	1,950,300	1,950,300	This project will provide for the construction of a relief sewer to be installed along Joppa Farm Road running to the Joppatowne WWTP so that additional wastewater can be treated at the treatment plant.	1,005,000					
Bush Creek Pump Station	30,700,000	0	This project is needed to bring the existing Bush Creek pump station to a safe pumping capacity of 28 mgd, and to replace the force main under the Bush River.		3,300,000				
Bynum Run Parallel 6&7	9,145,000	0	This project will provide for the funding of design, permits, and construction of a parallel to the existing Bynum Run Interceptor.			8,225,000			
Edgewood Interceptor Sewer Parallel	8,275,000	0	This project provides for the design and construction of approximately 5,300 linear feet of 30" parallel sewer line between Bill Bass Pump Station and Contract No. 6044 (Winter's Run Outfall).		325,000			7,650,000	
			<b>Total Planned 20 Year Water &amp; Sewer Fund Bonds</b>	<b>2,550,000</b>	<b>7,275,000</b>	<b>8,725,000</b>	<b>7,700,000</b>	<b>10,200,000</b>	<b>9,300,000</b>
			<b>Total Planned 20 Year Bonds All Funds</b>	<b>38,895,000</b>	<b>32,340,475</b>	<b>39,435,000</b>	<b>21,625,000</b>	<b>46,310,000</b>	<b>47,670,000</b>

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM			
					FY 2015	FY 2016	FY 2017	FY 2018
<b>TOTAL COUNTY BY CATEGORY</b>								
<u>GENERAL FUND</u>								
General Capital	200,111,574	129,072,442	30,678,301	20,439,250	11,048,500	3,265,590	2,908,380	2,699,111
Water Resources	105,366,880	12,401,402	4,415,478	17,610,000	19,235,000	19,235,000	16,235,000	16,235,000
Sheriff/Emergency/Fire	125,354,351	80,164,876	23,600,000	13,083,475	5,956,000	850,000	850,000	850,000
Harford Community College	95,680,263	51,459,799	11,864,465	9,130,999	305,000	1,880,000	16,800,000	4,240,000
Library	43,761,658	27,051,928	205,210	1,049,860	8,471,580	991,500	5,103,100	888,480
Board of Education	707,828,078	469,908,046	16,106,131	44,984,846	39,131,370	35,544,988	44,053,476	58,099,221
<b>SUB-TOTAL GENERAL FUND PROJECTS</b>	<b>1,278,102,804</b>	<b>770,058,493</b>	<b>86,869,585</b>	<b>106,298,430</b>	<b>84,147,450</b>	<b>61,767,078</b>	<b>85,949,956</b>	<b>83,011,812</b>
<u>SOLID WASTE SERVICES</u>	77,565,932	48,834,919	681,013	9,570,000	6,270,000	5,620,000	2,970,000	3,620,000
<u>TAX INCREMENT FINANCING</u>	11,100,000	11,100,000	0	0	0	0	0	0
<b>TOTAL GENERAL FUND PROJECTS</b>	<b>1,366,768,736</b>	<b>829,993,412</b>	<b>87,550,598</b>	<b>115,868,430</b>	<b>90,417,450</b>	<b>67,387,078</b>	<b>88,919,956</b>	<b>86,631,812</b>
<u>PARKS &amp; RECREATION</u>	142,447,245	87,209,245	10,268,000	6,630,000	6,345,000	5,735,000	9,765,000	16,495,000
<u>HIGHWAYS FUND</u>								
Bridges	44,657,500	24,397,500	3,710,000	4,605,000	4,845,000	2,900,000	1,960,000	2,240,000
Roadways	59,848,514	48,288,514	1,000,000	5,025,000	3,795,000	1,590,000	150,000	0
Resurfacing	32,102,067	26,462,067	5,640,000	0	0	0	0	0
Other	47,142,140	22,169,640	6,590,000	1,885,000	2,155,000	6,710,000	6,047,500	1,585,000
<b>TOTAL HIGHWAYS PROJECTS</b>	<b>183,750,221</b>	<b>121,317,721</b>	<b>16,940,000</b>	<b>11,515,000</b>	<b>10,795,000</b>	<b>11,200,000</b>	<b>8,157,500</b>	<b>3,825,000</b>
<u>WATER &amp; SEWER FUNDS</u>								
Water Projects	127,282,373	103,644,373	3,098,000	5,105,000	2,470,000	3,370,000	1,605,000	7,990,000
Sewer Projects	173,823,547	130,132,863	6,340,684	5,525,000	9,875,000	7,000,000	12,400,000	2,550,000
<b>TOTAL WATER &amp; SEWER PROJECTS</b>	<b>301,105,920</b>	<b>233,777,236</b>	<b>9,438,684</b>	<b>10,630,000</b>	<b>12,345,000</b>	<b>10,370,000</b>	<b>14,005,000</b>	<b>10,540,000</b>
<b>COUNTY TOTAL BY PROJECTS</b>	<b>1,994,072,122</b>	<b>1,272,297,614</b>	<b>124,197,282</b>	<b>144,643,430</b>	<b>119,902,450</b>	<b>94,692,078</b>	<b>120,847,456</b>	<b>117,491,812</b>

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM				
					FY 2015	FY 2016	FY 2017	FY 2018	

TOTAL COUNTY BY FUND SOURCE

Paygo	518,096,669	176,571,787	39,310,360	85,795,458	61,237,148	60,136,806	51,279,019	43,766,091
Impact Fee	8,000,000	8,000,000	0	0	0	0	0	0
Future Bonds	226,275,475	0	38,895,000	32,340,475	39,435,000	21,625,000	46,310,000	47,670,000
Prior Bonds	688,973,758	688,973,758	0	0	0	0	0	0
Reappropriated	66,282,839	56,319,906	9,962,933	0	0	0	0	0
Transfer Tax	40,405,375	35,605,375	4,800,000	0	0	0	0	0
Recordation Tax	40,851,173	23,664,173	6,427,000	1,960,000	2,095,000	2,060,000	2,035,000	2,610,000
State	258,803,039	157,832,704	23,338,106	21,522,497	11,995,302	8,090,272	15,603,437	20,420,721
Program Open Space	20,236,000	15,571,000	1,015,000	300,000	400,000	500,000	1,600,000	850,000
Federal	50,820,213	35,143,913	3,576,300	3,190,000	4,085,000	1,925,000	2,250,000	650,000
Developer	12,459,618	10,404,618	1,545,000	130,000	125,000	50,000	50,000	155,000
Other	51,450,110	42,792,527	3,767,583	965,000	530,000	305,000	1,720,000	1,370,000
Lease Purchase	11,417,853	21,417,853	(8,440,000)	(1,560,000)	0	0	0	0

COUNTY TOTAL BY FUNDING SOURCE	1,994,072,122	1,272,297,614	124,197,282	144,643,430	119,902,450	94,692,078	120,847,456	117,491,812
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HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM			
					FY 2015	FY 2016	FY 2017	FY 2018

GENERAL FUND

GENERAL CAPITAL

FY 13 Funded Projects:

Bel Air Parking Garage	698,081	0	645,000	0	0	2,590	9,380	41,111
Board of Education Debt Service	18,258,301	0	18,258,301	0	0	0	0	0
Countywide Facilities Master Plan Study	3,000,000	0	1,250,000	1,750,000	0	0	0	0
Efficiency Capital Investment Projects	1,600,000	0	75,000	294,000	301,000	293,000	304,000	333,000
Fleet Replacement	11,490,000	1,300,000	1,340,000	1,650,000	2,110,000	1,820,000	1,770,000	1,500,000
Fuel Dispensing System Upgrade	1,505,000	755,000	100,000	650,000	0	0	0	0
GIS Update	500,000	0	250,000	250,000	0	0	0	0
HMAN (Harford County Metro Area Network)	10,000,000	8,000,000	2,000,000	0	0	0	0	0
Humane Society	6,400,000	325,000	6,075,000	0	0	0	0	0
Refresh Program	2,922,500	1,200,000	585,000	325,000	162,500	162,500	162,500	325,000
Repairs to 45 South Main Street Building	100,000	0	100,000	0	0	0	0	0
Safeguarding Business Operations	16,002,750	7,150,400	0	7,227,350	975,000	487,500	162,500	0

Outyear Projects:

Courthouse Building Repairs	1,127,400	234,900	0	892,500	0	0	0	0
Facilities Repair Program	11,213,252	7,812,852	0	1,400,400	500,000	500,000	500,000	500,000
Harford County Southern Resource Annex	28,874,200	15,874,200	0	6,000,000	7,000,000	0	0	0

Open Projects:

Agricultural Resource Center and Horse Park	25,000	25,000	0	0	0	0	0	0
Board of Education Debt Service 12	12,829,734	12,829,734	0	0	0	0	0	0
Citizens Care Center	1,500,000	1,500,000	0	0	0	0	0	0
Computer Equipment/Networks	6,763,821	6,763,821	0	0	0	0	0	0
Cultural Arts Center	25,000	25,000	0	0	0	0	0	0
Emergency Needs	1,245,776	1,245,776	0	0	0	0	0	0
Enterprise Resource System	25,000	25,000	0	0	0	0	0	0
Gordon Street	420,000	420,000	0	0	0	0	0	0
Milestone Project	4,600,000	4,600,000	0	0	0	0	0	0
New Administration Building	19,885,000	19,885,000	0	0	0	0	0	0
One Maryland Broadband	5,250,000	5,250,000	0	0	0	0	0	0
Reforestation and Buffer Mitigation - Critical Area	100,000	100,000	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM				
					FY 2015	FY 2016	FY 2017	FY 2018	
<b>GENERAL CAPITAL</b>									
Reforestation and Landscaping	680,000	680,000	0	0	0	0	0	0	0
Site Acquisition 06	20,757,761	20,757,761	0	0	0	0	0	0	0
Telecommunication Replacement	3,725,000	3,725,000	0	0	0	0	0	0	0
Treasury Computer Enhancements	175,000	175,000	0	0	0	0	0	0	0
Washington Court Acquisition	8,312,998	8,312,998	0	0	0	0	0	0	0
Wireless Networking Pilot Study	100,000	100,000	0	0	0	0	0	0	0
<b>General Capital Total by Project</b>	<b>200,111,574</b>	<b>129,072,442</b>	<b>30,678,301</b>	<b>20,439,250</b>	<b>11,048,500</b>	<b>3,265,590</b>	<b>2,908,380</b>	<b>2,699,111</b>	
Paygo	62,211,915	23,962,763	9,328,321	15,999,250	4,048,500	3,265,590	2,908,380	2,699,111	
Reappropriated	8,374,980	0	8,374,980	0	0	0	0	0	
Future Bonds	20,675,000	0	7,675,000	6,000,000	7,000,000	0	0	0	
Prior Bonds	65,716,961	65,716,961	0	0	0	0	0	0	
Transfer Tax	10,783,802	5,983,802	4,800,000	0	0	0	0	0	
Recordation Tax	11,945,932	6,845,932	5,100,000	0	0	0	0	0	
State	858,962	858,962	0	0	0	0	0	0	
Federal	14,239,714	14,239,714	0	0	0	0	0	0	
Developer	780,000	780,000	0	0	0	0	0	0	
Other	1,780,290	1,380,290	400,000	0	0	0	0	0	
Lease Purchase	2,744,018	9,304,018	(5,000,000)	(1,560,000)	0	0	0	0	
<b>General Capital Total by Fund</b>	<b>200,111,574</b>	<b>129,072,442</b>	<b>30,678,301</b>	<b>20,439,250</b>	<b>11,048,500</b>	<b>3,265,590</b>	<b>2,908,380</b>	<b>2,699,111</b>	
<b>TAX INCREMENT FINANCING</b>									
<u>Open Projects:</u>									
Beechtree TIF Improvements	11,100,000	11,100,000	0	0	0	0	0	0	
<b>Tax Increment Financing Total by Project</b>	<b>11,100,000</b>	<b>11,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Prior Bonds</b>	<b>11,100,000</b>	<b>11,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Tax Increment Financing Total by Fund</b>	<b>11,100,000</b>	<b>11,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM			
					FY 2015	FY 2016	FY 2017	FY 2018
<b>WATER RESOURCES</b>								
<b><u>FY 13 Funded Projects:</u></b>								
Bynum Run at St. Andrews Way Stream Restoration	797,026	740,000	57,026	0	0	0	0	0
Joppatowne Area Watershed Restoration	10,400,000	100,000	300,000	1,500,000	3,750,000	3,750,000	1,000,000	0
Lilly Run Watershed Restoration	975,000	0	725,000	250,000	0	0	0	0
Maintenance/Repair of Dams	1,265,000	905,000	35,000	65,000	65,000	65,000	65,000	65,000
Plumtree Run Watershed Restoration	6,443,452	175,000	268,452	2,000,000	2,000,000	2,000,000	0	0
Sams Branch Watershed Restoration	3,502,922	152,922	600,000	750,000	750,000	750,000	500,000	0
Stormwater Enhancement	1,200,000	625,000	200,000	75,000	75,000	75,000	75,000	75,000
Stormwater Pollution Prevention	2,961,395	131,395	330,000	500,000	500,000	500,000	500,000	500,000
Watershed/Stream Assessment Studies	3,375,000	525,000	350,000	500,000	500,000	500,000	500,000	500,000
Wheel Creek Watershed Restoration	3,979,607	2,579,607	600,000	200,000	200,000	200,000	200,000	0
Woodbridge Retrofit and Stream Restoration	1,110,000	810,000	300,000	0	0	0	0	0
Woodland Run Stream Restoration	1,100,000	50,000	650,000	400,000	0	0	0	0
<b><u>Outyear Projects:</u></b>								
212 South Bond Water Quality Demonstration	560,000	0	0	120,000	220,000	220,000	0	0
Declaration Run Watershed Restoration	4,500,000	0	0	1,250,000	1,250,000	1,250,000	750,000	0
Deer Creek Watershed Restoration	2,900,000	400,000	0	500,000	500,000	500,000	500,000	500,000
Edgewood Plaza Retrofit and Stream Restoration	875,000	450,000	0	250,000	175,000	0	0	0
Watershed Restoration/Improvements	56,393,228	1,728,228	0	9,250,000	9,250,000	9,425,000	12,145,000	14,595,000
<b><u>Open Projects:</u></b>								
Bynum Ridge Stream Stabilization	355,000	355,000	0	0	0	0	0	0
Plumtree Run at Tollgate Road Stream Restoration	990,000	990,000	0	0	0	0	0	0
Sunnyview Stream Restoration	1,560,000	1,560,000	0	0	0	0	0	0
Watershed Stream Assessment Studies 00	864,250	864,250	0	0	0	0	0	0
<b>Water Resources Total by Project</b>	<b>105,366,880</b>	<b>12,401,402</b>	<b>4,415,478</b>	<b>17,610,000</b>	<b>19,235,000</b>	<b>19,235,000</b>	<b>16,235,000</b>	<b>16,235,000</b>
<b>Paygo</b>	<b>85,367,568</b>	<b>4,492,568</b>	<b>2,050,000</b>	<b>15,145,000</b>	<b>16,770,000</b>	<b>16,970,000</b>	<b>14,570,000</b>	<b>15,370,000</b>
<b>Reappropriated</b>	<b>2,654,312</b>	<b>2,228,834</b>	<b>425,478</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>State</b>	<b>10,860,000</b>	<b>3,735,000</b>	<b>1,225,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,300,000</b>	<b>1,000,000</b>	<b>600,000</b>
<b>Federal</b>	<b>4,310,000</b>	<b>810,000</b>	<b>0</b>	<b>900,000</b>	<b>900,000</b>	<b>900,000</b>	<b>600,000</b>	<b>200,000</b>
<b>Other</b>	<b>2,175,000</b>	<b>1,135,000</b>	<b>715,000</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>
<b>Water Resources Total by Fund</b>	<b>105,366,880</b>	<b>12,401,402</b>	<b>4,415,478</b>	<b>17,610,000</b>	<b>19,235,000</b>	<b>19,235,000</b>	<b>16,235,000</b>	<b>16,235,000</b>

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM				
					FY 2015	FY 2016	FY 2017	FY 2018	
<b>SHERIFF/EMERGENCY/FIRE</b>									
<b>SHERIFF'S OFFICE</b>									
<b>FY 13 Funded Projects:</b>									
Computer Equipment/Networks	2,116,742	1,816,742	300,000	0	0	0	0	0	0
<b>Open Projects:</b>									
Detention Center Expansion	32,018,131	32,018,131	0	0	0	0	0	0	0
Radio System for the Detention Center	219,623	219,623	0	0	0	0	0	0	0
<b>EMERGENCY OPERATIONS</b>									
<b>FY 13 Funded Projects:</b>									
700 MHz Wireless Radio System Equipment	15,115,412	2,093,412	2,600,000	6,088,000	4,334,000	0	0	0	0
911 State Fee Fund	1,000,000	400,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
New Emergency Operations Center Complex	30,000,000	6,289,525	20,000,000	3,710,475	0	0	0	0	0
Public Safety Communication in School Buildings	100,000	0	100,000	0	0	0	0	0	0
<b>Outyear Projects:</b>									
Upgrade of Public Safety Mobile Software	1,157,000	0	0	585,000	572,000	0	0	0	0
Upgrade of Voice Logging/Recording System	1,050,000	0	0	850,000	200,000	0	0	0	0
<b>Open Projects:</b>									
911 State Fee Fund - FY 11	2,000,000	2,000,000	0	0	0	0	0	0	0
Fire, EMS, and Law Enforcement CAD	2,450,000	2,450,000	0	0	0	0	0	0	0
Narrowbanding Public Safety Communication Channels	1,266,350	1,266,350	0	0	0	0	0	0	0
Public Safety Infrastructure Network	556,000	556,000	0	0	0	0	0	0	0
UHF Radio System Replacement	23,601,693	23,601,693	0	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM			
					FY 2015	FY 2016	FY 2017	FY 2018
<b>VOLUNTEER FIRE COMPANIES</b>								
<b><u>FY 13 Funded Projects:</u></b>								
Susquehanna Hose Company House #3	810,000	60,000	500,000	250,000	0	0	0	0
<b><u>Outyear Projects:</u></b>								
Joppa Magnolia Fire Station Expansion	750,000	0	0	750,000	0	0	0	0
VFC Facility Repair	6,500,000	2,750,000	0	750,000	750,000	750,000	750,000	750,000
<b><u>Open Projects:</u></b>								
Bel Air Substation at Patterson Mill	2,868,400	2,868,400	0	0	0	0	0	0
Norrisville Station	810,000	810,000	0	0	0	0	0	0
SCBA Equipment Replacement	155,000	155,000	0	0	0	0	0	0
Susquehanna Hose Company House #5 Expansion	810,000	810,000	0	0	0	0	0	0
<b>Sheriff/Emergency/Fire Total by Project</b>	<b>125,354,351</b>	<b>80,164,876</b>	<b>23,600,000</b>	<b>13,083,475</b>	<b>5,956,000</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>
<b>Paygo</b>	<b>34,539,650</b>	<b>13,660,650</b>	<b>3,500,000</b>	<b>9,273,000</b>	<b>5,856,000</b>	<b>750,000</b>	<b>750,000</b>	<b>750,000</b>
<b>Future Bonds</b>	<b>23,710,475</b>	<b>0</b>	<b>20,000,000</b>	<b>3,710,475</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Prior Bonds</b>	<b>46,702,032</b>	<b>46,702,032</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reappropriated</b>	<b>1,848,473</b>	<b>1,848,473</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>State</b>	<b>16,004,292</b>	<b>15,404,292</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Federal</b>	<b>1,068,412</b>	<b>1,068,412</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Lease Purchase</b>	<b>1,481,017</b>	<b>1,481,017</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sheriff / Emergency / Fire Total by Fund</b>	<b>125,354,351</b>	<b>80,164,876</b>	<b>23,600,000</b>	<b>13,083,475</b>	<b>5,956,000</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM				
					FY 2015	FY 2016	FY 2017	FY 2018	
<b>HARFORD COMMUNITY COLLEGE</b>									
<b><u>FY 13 Funded Projects:</u></b>									
Computer Equipment/Technology	480,750	197,000	283,750	0	0	0	0	0	0
Library Infrastructure	98,000	0	98,000	0	0	0	0	0	0
New Nursing and Allied Health Building	17,272,466	1,090,492	7,050,975	9,130,999	0	0	0	0	0
Plant Services Annex	600,000	0	600,000	0	0	0	0	0	0
Roof Replacements	2,934,913	2,559,913	375,000	0	0	0	0	0	0
Site and Parking Lot Improvements	5,262,425	4,905,425	357,000	0	0	0	0	0	0
Sports Complex Entrance and Grounds	231,000	0	231,000	0	0	0	0	0	0
Susquehanna Center Addition/Renovation	33,207,969	31,752,009	1,455,960	0	0	0	0	0	0
Water and Wastewater	4,269,938	2,857,158	1,412,780	0	0	0	0	0	0
<b><u>Outyear Projects:</u></b>									
Higher Education and Conference Center	20,940,000	0	0	0	0	1,700,000	15,000,000	4,240,000	
Maryland Hall	305,000	0	0	0	305,000	0	0	0	
Parking Expansion	1,980,000	0	0	0	0	180,000	1,800,000	0	
<b><u>Open Projects:</u></b>									
Black Box Theater	250,000	250,000	0	0	0	0	0	0	
Building and Grounds	175,000	175,000	0	0	0	0	0	0	
Hays Heighe House Renovations	1,993,890	1,993,890	0	0	0	0	0	0	
Milestone Project	5,278,212	5,278,212	0	0	0	0	0	0	
Observatory Expansion	32,100	32,100	0	0	0	0	0	0	
West Campus Expansion	250,000	250,000	0	0	0	0	0	0	
WHFC Radio HD and Power Enhancement	118,600	118,600	0	0	0	0	0	0	
<b>College Total by Project</b>	<b>95,680,263</b>	<b>51,459,799</b>	<b>11,864,465</b>	<b>9,130,999</b>	<b>305,000</b>	<b>1,880,000</b>	<b>16,800,000</b>	<b>4,240,000</b>	
<b>Paygo</b>	<b>4,848,122</b>	<b>4,848,122</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Future Bonds</b>	<b>23,505,000</b>	<b>0</b>	<b>3,770,000</b>	<b>3,745,000</b>	<b>0</b>	<b>1,450,000</b>	<b>10,900,000</b>	<b>3,640,000</b>	
<b>Prior Bonds</b>	<b>14,525,020</b>	<b>14,525,020</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Reappropriated</b>	<b>94,907</b>	<b>0</b>	<b>94,907</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>State</b>	<b>35,819,466</b>	<b>18,436,492</b>	<b>6,056,975</b>	<b>5,385,999</b>	<b>0</b>	<b>340,000</b>	<b>5,000,000</b>	<b>600,000</b>	
<b>Other</b>	<b>16,362,748</b>	<b>13,125,165</b>	<b>1,942,583</b>	<b>0</b>	<b>305,000</b>	<b>90,000</b>	<b>900,000</b>	<b>0</b>	
<b>Lease Purchase</b>	<b>525,000</b>	<b>525,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>College Total by Fund</b>	<b>95,680,263</b>	<b>51,459,799</b>	<b>11,864,465</b>	<b>9,130,999</b>	<b>305,000</b>	<b>1,880,000</b>	<b>16,800,000</b>	<b>4,240,000</b>	

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM			
					FY 2015	FY 2016	FY 2017	FY 2018
<b>LIBRARIES</b>								
<b><u>FY 13 Funded Projects:</u></b>								
Facility Maintenance and Repairs	752,647	247,437	5,210	100,000	100,000	100,000	100,000	100,000
Technology	2,076,900	109,100	200,000	381,860	398,580	210,780	338,100	438,480
<b><u>Outyear Projects:</u></b>								
Darlington Branch - Feasibility & Expansion	4,701,720	56,000	0	0	0	330,720	4,315,000	0
Facility Renovations	1,900,000	150,000	0	350,000	350,000	350,000	350,000	350,000
Havre de Grace Branch Expansion	7,935,000	535,000	0	0	7,400,000	0	0	0
Mobile Service Vehicles	441,000	0	0	218,000	223,000	0	0	0
<b><u>Open Projects:</u></b>								
Aberdeen Branch - Feasibility & Expansion	56,000	56,000	0	0	0	0	0	0
Abingdon Library	8,750,000	8,750,000	0	0	0	0	0	0
Churchville Branch	5,734,500	5,734,500	0	0	0	0	0	0
Edgewood Branch - HVAC Replacement	452,950	452,950	0	0	0	0	0	0
Fallston Branch - HVAC Chiller Replacement	350,350	350,350	0	0	0	0	0	0
Jarrettsville Library	5,884,000	5,884,000	0	0	0	0	0	0
Joppa Library Roof & HVAC	488,391	488,391	0	0	0	0	0	0
Whiteford Library Expansion	4,238,200	4,238,200	0	0	0	0	0	0
<b>Libraries Total by Project</b>	<b>43,761,658</b>	<b>27,051,928</b>	<b>205,210</b>	<b>1,049,860</b>	<b>8,471,580</b>	<b>991,500</b>	<b>5,103,100</b>	<b>888,480</b>
Paygo	8,399,052	3,409,532	200,000	1,049,860	1,071,580	991,500	788,100	888,480
Future Bonds	11,715,000	0	0	0	7,400,000	0	4,315,000	0
Prior Bonds	22,339,096	22,339,096	0	0	0	0	0	0
State	0	0	0	0	0	0	0	0
Federal	1,203,300	1,203,300	0	0	0	0	0	0
Reappropriated	5,210	0	5,210	0	0	0	0	0
Other	100,000	100,000	0	0	0	0	0	0
Lease Purchase	0	0	0	0	0	0	0	0
<b>Libraries Total by Fund</b>	<b>43,761,658</b>	<b>27,051,928</b>	<b>205,210</b>	<b>1,049,860</b>	<b>8,471,580</b>	<b>991,500</b>	<b>5,103,100</b>	<b>888,480</b>

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM			
					FY 2015	FY 2016	FY 2017	FY 2018

BOARD OF EDUCATION

**FY 13 Funded Projects:**

ADA Improvements	1,000,000	450,000	50,000	100,000	100,000	100,000	100,000	100,000
Athletic Field Repair & Restoration	697,000	277,000	70,000	70,000	70,000	70,000	70,000	70,000
Backflow Prevention	1,100,000	550,000	50,000	100,000	100,000	100,000	100,000	100,000
Band Uniform Refresh	370,340	60,340	10,000	60,000	60,000	60,000	60,000	60,000
Building Envelope Improvements	1,500,000	400,000	100,000	200,000	200,000	200,000	200,000	200,000
C. Milton Wright High School Field Facilities	25,000	0	25,000	0	0	0	0	0
Career & Tech Education Equipment Refresh	1,050,000	500,000	50,000	100,000	100,000	100,000	100,000	100,000
Environmental Compliance	1,997,619	1,397,619	100,000	100,000	100,000	100,000	100,000	100,000
Fire Alarm and ER Communications	1,725,000	875,000	100,000	75,000	225,000	300,000	75,000	75,000
Magnolia Middle School Comprehensive HVAC	9,800,000	0	4,900,000	4,900,000	0	0	0	0
Music Equipment Refresh Program	825,000	525,000	50,000	50,000	50,000	50,000	50,000	50,000
North Harford ES Comprehensive HVAC	4,554,000	0	2,277,000	2,277,000	0	0	0	0
Playground Equipment	3,085,000	1,185,000	150,000	350,000	350,000	350,000	350,000	350,000
Red Pump Road Elementary School	30,833,219	30,833,219	0	0	0	0	0	0
Relocatable Classrooms	4,346,120	3,146,120	400,000	300,000	200,000	100,000	100,000	100,000
Replacement Buses	19,419,197	9,811,197	318,000	1,226,000	1,374,000	2,033,000	2,100,000	2,557,000
Roof Replacements - FY 13 Havre de Grace	7,499,202	0	1,386,000	886,646	824,670	1,949,788	798,348	1,653,750
Security Cameras	3,105,000	1,585,000	150,000	255,000	265,000	275,000	285,000	290,000
Septic Facility Code Upgrade	4,925,413	4,425,413	500,000	0	0	0	0	0
Special Education Facilities Improvements	700,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Stormwater Management, Erosion, Sediment Control	1,275,000	325,000	400,000	100,000	150,000	100,000	100,000	100,000
Technology Education Lab Refresh	2,625,000	1,225,000	150,000	250,000	250,000	250,000	250,000	250,000
Technology Infrastructure	79,724,494	19,061,207	3,498,487	11,721,200	12,348,700	11,098,200	11,238,200	10,758,500
Textbooks/Supplemental Materials Refresh	8,071,644	5,300,000	1,271,644	300,000	300,000	300,000	300,000	300,000

**Outyear Projects:**

Bleacher Replacement	1,000,000	500,000	0	100,000	100,000	100,000	100,000	100,000
Energy Conservation Measures	1,750,000	500,000	0	250,000	250,000	250,000	250,000	250,000
Equipment and Furniture Replacement	1,455,000	955,000	0	100,000	100,000	100,000	100,000	100,000
Floor Covering Replacement	600,000	100,000	0	100,000	100,000	100,000	100,000	100,000
Havre de Grace High School Replacement	4,000,000	0	0	0	0	4,000,000	0	0
Homestead Wakefield Elementary School Modernization	30,601,471	140,000	0	0	0	2,600,000	10,370,000	17,491,471
Locker Replacement	1,105,000	430,000	0	125,000	130,000	135,000	140,000	145,000
Major HVAC Repairs	13,585,134	8,090,134	0	1,205,000	1,465,000	1,185,000	930,000	710,000
Music Technology Labs Program	696,000	195,000	0	139,000	139,000	139,000	28,000	56,000
Outdoor Track Reconditioning	300,000	175,000	0	25,000	25,000	25,000	25,000	25,000
Paving-Overlay and Maintenance	2,895,630	1,430,630	0	325,000	240,000	450,000	250,000	200,000
Replacement Vehicles	10,809,396	6,084,396	0	945,000	945,000	945,000	945,000	945,000
Swimming Pool Renovations	960,000	300,000	0	150,000	150,000	130,000	100,000	130,000
William Paca/Old Post Rd ES Modernization	34,871,428	100,000	0	0	0	0	14,238,928	20,532,500
Youth's Benefit Elementary School Replacement	45,770,600	1,700,600	0	18,000,000	18,320,000	7,750,000	0	0

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM			
					FY 2015	FY 2016	FY 2017	FY 2018

BOARD OF EDUCATION

**Open Projects:**

Aberdeen HS North Building	665,000	665,000	0	0	0	0	0	0
Athletic Field Restoration	20,000	20,000	0	0	0	0	0	0
Bel Air Elementary School Chiller Replacement	360,000	360,000	0	0	0	0	0	0
Bel Air Elementary School Site Improvements	493,630	493,630	0	0	0	0	0	0
Bel Air High School Replacement	79,876,086	79,876,086	0	0	0	0	0	0
Campus Hills Elementary School	1,200,000	1,200,000	0	0	0	0	0	0
Deerfield Elementary School Replacement	31,984,200	31,984,200	0	0	0	0	0	0
Dublin Elementary School Boiler Replacement	250,000	250,000	0	0	0	0	0	0
Edgewood High School Replacement	83,581,790	83,581,790	0	0	0	0	0	0
Forest Hill Annex Electrical Upgrades	400,000	400,000	0	0	0	0	0	0
Harford Technical High School Field Improvements	4,900,000	4,900,000	0	0	0	0	0	0
Havre de Grace High School Feasibility Study	250,000	250,000	0	0	0	0	0	0
Havre de Grace High School Field Facilities	1,000,000	1,000,000	0	0	0	0	0	0
Integrated Business Systems	193,000	193,000	0	0	0	0	0	0
Jarrettsville Elementary School HVAC	3,700,000	3,700,000	0	0	0	0	0	0
John Archer School at Bel Air Middle School	1,030,000	1,030,000	0	0	0	0	0	0
Joppatowne Elementary School Modernization	13,750,811	13,750,811	0	0	0	0	0	0
Milestone Project	14,581,710	14,581,710	0	0	0	0	0	0
North Harford High School Modernization	31,873,132	31,873,132	0	0	0	0	0	0
North Harford High School Repairs	50,000	50,000	0	0	0	0	0	0
North Harford Middle School Water System	261,114	261,114	0	0	0	0	0	0
Patterson Mill Middle/High School	60,322,094	60,322,094	0	0	0	0	0	0
Paving New Parking Areas	300,000	300,000	0	0	0	0	0	0
Prospect Mill Elementary School	1,986,241	1,986,241	0	0	0	0	0	0
Relocatable Classrooms 07	376,000	376,000	0	0	0	0	0	0
Replacement of Riverside Heating/Cooling	11,752,771	11,752,771	0	0	0	0	0	0
Roof Replacement	950,000	950,000	0	0	0	0	0	0
Roof Replacement - Ring Factory Elementary School	2,124,545	2,124,545	0	0	0	0	0	0
Roofing Replacement 07	1,236,530	1,236,530	0	0	0	0	0	0
Roofing Replacement 08	1,336,050	1,336,050	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM FY 2015	FY 2016	FY 2017	FY 2018
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BOARD OF EDUCATION

**Open Projects (cont.):**

Southampton Middle School HVAC	1,019,000	1,019,000	0	0	0	0	0	0
Technology	4,751,467	4,751,467	0	0	0	0	0	0
William Paca Elementary School HVAC	5,800,000	5,800,000	0	0	0	0	0	0
Youth's Benefit ES Primary Building HVAC	4,800,000	4,800,000	0	0	0	0	0	0
<b>Education Total by Project</b>	<b>707,828,078</b>	<b>469,908,046</b>	<b>16,106,131</b>	<b>44,984,846</b>	<b>39,131,370</b>	<b>35,544,988</b>	<b>44,053,476</b>	<b>58,099,221</b>
Paygo	127,416,365	29,863,694	400,000	21,238,348	19,466,068	19,344,716	18,430,039	18,673,500
Impact Fee	8,000,000	8,000,000	0	0	0	0	0	0
Future Bonds	67,570,000	0	0	9,810,000	9,910,000	10,475,000	16,720,000	20,655,000
Prior Bonds	292,608,190	292,608,190	0	0	0	0	0	0
Reappropriated	29,367,088	29,367,088	0	0	0	0	0	0
Transfer Tax	29,621,573	29,621,573	0	0	0	0	0	0
Recordation Tax	4,497,676	4,497,676	0	0	0	0	0	0
State	126,024,367	53,227,006	15,706,131	13,936,498	9,755,302	5,725,272	8,903,437	18,770,721
Federal	507,400	507,400	0	0	0	0	0	0
Other	15,892,169	15,892,169	0	0	0	0	0	0
Lease Purchase	6,323,250	6,323,250	0	0	0	0	0	0
<b>Education Total by Fund</b>	<b>707,828,078</b>	<b>469,908,046</b>	<b>16,106,131</b>	<b>44,984,846</b>	<b>39,131,370</b>	<b>35,544,988</b>	<b>44,053,476</b>	<b>58,099,221</b>

<b>SUB-TOTAL GENERAL FUND CAPITAL</b>	<b>1,278,102,804</b>	<b>770,058,493</b>	<b>86,869,585</b>	<b>106,298,430</b>	<b>84,147,450</b>	<b>61,767,078</b>	<b>85,949,956</b>	<b>83,011,812</b>
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HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM			
					FY 2015	FY 2016	FY 2017	FY 2018
<b>SOLID WASTE SERVICES</b>								
<b><u>FY 13 Funded Projects</u></b>								
HWDC Expansion	28,070,353	20,389,340	181,013	500,000	5,500,000	500,000	500,000	500,000
Solid Waste Transfer Station	3,700,000	3,200,000	500,000	0	0	0	0	0
<b><u>Outyear Projects:</u></b>								
Environmental Studies and Projects	1,920,900	1,320,900	0	120,000	120,000	120,000	120,000	120,000
Former Spencers Landfill Closure (East Side)	6,550,000	400,000	0	6,150,000	0	0	0	0
Future Yard Trim Site	1,000,000	0	0	0	0	0	0	1,000,000
HWDC Compost Area Facilities	490,000	90,000	0	400,000	0	0	0	0
HWDC Pavement Upgrades	1,050,000	0	0	350,000	350,000	0	350,000	0
New Solid Waste Facilities Development	4,500,000	0	0	500,000	0	0	2,000,000	2,000,000
Tollgate Yard Trim Recycling Center	1,100,000	450,000	0	650,000	0	0	0	0
Waste to Energy Repairs	1,900,000	1,300,000	0	300,000	300,000	0	0	0
Waste to Energy Replacement Facility	6,000,000	400,000	0	600,000	0	5,000,000	0	0
<b><u>Open Projects:</u></b>								
Air Pollution Control	13,150,000	13,150,000	0	0	0	0	0	0
HWDC Cover Material	400,000	400,000	0	0	0	0	0	0
HWDC Landfill Capping	7,050,000	7,050,000	0	0	0	0	0	0
Tollgate Landfill Gas System	684,679	684,679	0	0	0	0	0	0
<b>Solid Waste Services Total by Project</b>	<b>77,565,932</b>	<b>48,834,919</b>	<b>681,013</b>	<b>9,570,000</b>	<b>6,270,000</b>	<b>5,620,000</b>	<b>2,970,000</b>	<b>3,620,000</b>
<b>Paygo</b>	<b>30,080,900</b>	<b>12,030,900</b>	<b>0</b>	<b>9,570,000</b>	<b>1,270,000</b>	<b>5,620,000</b>	<b>970,000</b>	<b>620,000</b>
<b>Reappropriated</b>	<b>1,603,905</b>	<b>1,422,892</b>	<b>181,013</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Future Bonds</b>	<b>10,500,000</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>5,000,000</b>	<b>0</b>	<b>2,000,000</b>	<b>3,000,000</b>
<b>Prior Bonds</b>	<b>33,926,127</b>	<b>33,926,127</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other</b>	<b>1,455,000</b>	<b>1,455,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Solid Waste Services Total by Fund</b>	<b>77,565,932</b>	<b>48,834,919</b>	<b>681,013</b>	<b>9,570,000</b>	<b>6,270,000</b>	<b>5,620,000</b>	<b>2,970,000</b>	<b>3,620,000</b>
<b>TOTAL GENERAL FUND CAPITAL</b>	<b>1,366,768,736</b>	<b>829,993,412</b>	<b>87,550,598</b>	<b>115,868,430</b>	<b>90,417,450</b>	<b>67,387,078</b>	<b>88,919,956</b>	<b>86,631,812</b>

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM				FY 2018
					FY 2015	FY 2016	FY 2017		

PARKS & RECREATION FUND

FY 13 Funded Projects:

Athletic Field Improvements	13,300,000	6,550,000	1,400,000	1,400,000	1,400,000	1,400,000	575,000	575,000
Backstop Renovations	145,000	50,000	45,000	0	0	50,000	0	0
Belcamp Park Renovations	325,000	250,000	75,000	0	0	0	0	0
Bleacher Renovations	550,000	190,000	60,000	60,000	60,000	60,000	60,000	60,000
Broad Creek Boat Launch Ramp	649,000	484,000	165,000	0	0	0	0	0
Cedar Lane Sports Complex Improvements	3,636,000	1,000,000	661,000	750,000	750,000	0	475,000	0
Churchville Complex Development	8,956,830	5,556,830	3,000,000	400,000	0	0	0	0
Darlington Park Development	1,575,000	975,000	600,000	0	0	0	0	0
David Craig Park Development	925,000	0	75,000	0	0	0	250,000	600,000
Eden Mill Park Rehabilitation	800,000	600,000	75,000	50,000	0	0	75,000	0
Edgewood Recreation & Community Center	250,000	0	100,000	0	150,000	0	0	0
Emily Bayliss Graham Park	2,000,000	200,000	250,000	500,000	525,000	0	0	525,000
Facility Renovations	805,000	215,000	25,000	120,000	100,000	120,000	125,000	100,000
Gunpowder River Dredging	2,367,000	250,000	262,000	505,000	630,000	90,000	630,000	0
Jarrettsville Complex Restrooms	350,000	50,000	300,000	0	0	0	0	0
Joppatowne Area Dredging	990,000	940,000	25,000	25,000	0	0	0	0
Natural Turf Improvements	1,450,000	500,000	200,000	150,000	150,000	150,000	150,000	150,000
Northern Regional Park	1,150,000	0	500,000	0	0	0	650,000	0
Nuttal Avenue Park Development	500,000	450,000	50,000	0	0	0	0	0
Oakington Farms - Tydings Park	1,800,000	1,150,000	650,000	0	0	0	0	0
Park Improvements	670,000	285,000	55,000	60,000	60,000	60,000	60,000	90,000
Parkland Acquisition	4,451,000	1,261,000	615,000	330,000	430,000	535,000	640,000	640,000
Parking Lot Paving	194,000	39,000	30,000	50,000	0	75,000	0	0
Playground Equipment	1,860,000	675,000	150,000	230,000	200,000	230,000	150,000	225,000
Tennis/Multipurpose Courts	790,000	190,000	100,000	100,000	100,000	100,000	100,000	100,000
Water and Land Trails (North Park)	800,000	0	800,000	0	0	0	0	0

Outyear Projects:

Aberdeen Recreation Center	11,250,000	0	0	0	0	0	750,000	10,500,000
ADA Improvements	125,000	0	0	50,000	0	0	0	75,000
Anita C. Leight Center Improvements	475,000	200,000	0	200,000	75,000	0	0	0
Benson Field Development	1,100,000	0	0	100,000	1,000,000	0	0	0
Blake's Venture Park	1,300,000	0	0	0	0	0	100,000	1,200,000
Bulkhead Renovations	575,000	0	0	0	40,000	535,000	0	0
Churchville Center Renovations	525,000	400,000	0	50,000	0	0	75,000	0
Edgewood Recreation Park	1,905,000	1,405,000	0	0	0	0	500,000	0
Emmorton Rec and Tennis Center Improvements	380,000	160,000	0	120,000	0	0	0	100,000
Enlarged Gymnasiums & Joint Facilities	1,200,000	0	0	0	0	600,000	600,000	0

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM				FY 2018
					FY 2015	FY 2016	FY 2017		

PARKS & RECREATION FUND

Outyear Projects (cont.):

Equestrian Center Improvements	675,000	325,000	0	0	250,000	0	0	100,000
Fallston Maintenance Shop	150,000	0	0	50,000	0	100,000	0	0
Havre de Grace Community Center Field	600,000	0	0	0	0	0	0	600,000
Havre de Grace Yacht Basin Dredging	575,000	525,000	0	0	0	0	0	50,000
Heavenly Waters Park - Soma	100,000	0	0	0	100,000	0	0	0
Indoor Recreation Facility - Forest Hill/Hickory	600,000	300,000	0	100,000	0	200,000	0	0
Liriodendron Improvements	310,000	0	0	0	85,000	0	150,000	75,000
Magnolia Complex Development	2,455,000	2,055,000	0	400,000	0	0	0	0
Mariner Point Park Renovations	237,000	162,000	0	75,000	0	0	0	0
Norrisville Park	1,175,000	0	0	125,000	0	1,050,000	0	0
Parks and Recreation Headquarters	400,000	0	0	250,000	0	150,000	0	0
Prospect Mill Park	2,030,000	1,430,000	0	100,000	0	0	0	500,000
Red Pump Road Elementary School Facilities	1,680,000	1,600,000	0	0	30,000	0	0	50,000
Rutledge Park Improvements	600,000	0	0	0	100,000	0	500,000	0
Schucks Road Regional Complex	8,220,415	8,110,415	0	0	110,000	0	0	0
Swan Harbor Farm Improvements	483,000	183,000	0	150,000	0	0	150,000	0
SWM Pond Repair and Rehabilitation	90,000	0	0	30,000	0	30,000	0	30,000
Trails and Linear Parks	2,150,000	150,000	0	0	0	0	2,000,000	0
Tudor Hall Rehabilitations	750,000	400,000	0	100,000	0	100,000	0	150,000
Vale Road Park	1,100,000	0	0	0	0	100,000	1,000,000	0

Open Projects:

Bush River Dredging and DMP Site	3,030,000	3,030,000	0	0	0	0	0	0
Debris-Derelict Boats	50,000	50,000	0	0	0	0	0	0
Edgeley Grove Farm - Smith Property	4,325,000	4,325,000	0	0	0	0	0	0
Enlarged Gymnasiums & Joint Facilities 09	1,800,000	1,800,000	0	0	0	0	0	0
Facility Renovations - 05	1,110,000	1,110,000	0	0	0	0	0	0
Fallston Youth/Senior Center	10,325,000	10,325,000	0	0	0	0	0	0
Friends Pond Rehabilitation	500,000	500,000	0	0	0	0	0	0
Havre de Grace DMP Site	2,795,000	2,795,000	0	0	0	0	0	0
Havre de Grace Field Development	1,510,000	1,510,000	0	0	0	0	0	0
Havre de Grace Youth/Senior Center	9,143,000	9,143,000	0	0	0	0	0	0
Heavenly Waters Park	1,820,000	1,820,000	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM FY 2015	FY 2016	FY 2017	FY 2018
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PARKS & RECREATION FUND

Open Projects (cont.):

Park Improvements 05	550,000	550,000	0	0	0	0	0	0
Park Land Acquisition 05	10,295,000	10,295,000	0	0	0	0	0	0
Rockfield Park Improvements	100,000	100,000	0	0	0	0	0	0
Swan Harbor Farm Improvements 07	590,000	590,000	0	0	0	0	0	0
<b>Parks &amp; Rec Total by Project</b>	<b>142,447,245</b>	<b>87,209,245</b>	<b>10,268,000</b>	<b>6,630,000</b>	<b>6,345,000</b>	<b>5,735,000</b>	<b>9,765,000</b>	<b>16,495,000</b>
Paygo	9,574,226	2,625,322	2,273,904	1,100,000	1,525,000	350,000	1,550,000	150,000
Future Bonds	22,850,000	0	4,400,000	1,800,000	1,400,000	2,000,000	2,175,000	11,075,000
Prior Bonds	27,216,830	27,216,830	0	0	0	0	0	0
Reappropriated	8,199,099	8,137,003	62,096	0	0	0	0	0
Recordation Tax	24,407,565	12,320,565	1,327,000	1,960,000	2,095,000	2,060,000	2,035,000	2,610,000
State	13,588,375	10,523,375	250,000	600,000	640,000	625,000	600,000	350,000
Program Open Space	20,236,000	15,571,000	1,015,000	300,000	400,000	500,000	1,600,000	850,000
Federal	3,333,747	2,168,747	165,000	0	0	0	1,000,000	0
Developer	2,455,000	1,830,000	115,000	130,000	125,000	50,000	50,000	155,000
Other	10,586,403	6,816,403	660,000	740,000	160,000	150,000	755,000	1,305,000
<b>Parks &amp; Rec Total by Fund</b>	<b>142,447,245</b>	<b>87,209,245</b>	<b>10,268,000</b>	<b>6,630,000</b>	<b>6,345,000</b>	<b>5,735,000</b>	<b>9,765,000</b>	<b>16,495,000</b>

<b>TOTAL PARKS &amp; RECREATION CAPITAL</b>	<b>142,447,245</b>	<b>87,209,245</b>	<b>10,268,000</b>	<b>6,630,000</b>	<b>6,345,000</b>	<b>5,735,000</b>	<b>9,765,000</b>	<b>16,495,000</b>
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HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET	FY 2014	FIVE YEAR CAPITAL PROGRAM			
			YEAR FY 2013		FY 2015	FY 2016	FY 2017	FY 2018

HIGHWAYS FUND

BRIDGES

**FY 13 Funded Projects:**

Abingdon Road Bridge #169 over CSX	2,430,000	300,000	120,000	10,000	2,000,000	0	0	0
Bridge and Road Scour Repairs	1,950,000	800,000	100,000	200,000	200,000	200,000	200,000	250,000
Bridge Inspection Program	3,190,000	1,240,000	550,000	70,000	600,000	80,000	650,000	0
Bridge Painting	225,000	0	225,000	0	0	0	0	0
Bridge Rehabilitation	250,000	0	250,000	0	0	0	0	0
Carrs Mill Road Bridge #216	1,640,000	310,000	50,000	1,280,000	0	0	0	0
Chestnut Hill Bridge #40	715,000	180,000	40,000	20,000	475,000	0	0	0
Glen Cove Road Bridge #156	540,000	120,000	30,000	390,000	0	0	0	0
Green Road Bridge #122	655,000	0	175,000	20,000	0	460,000	0	0
Harford Creamery Road Bridge #104	1,230,000	980,000	250,000	0	0	0	0	0
Hess Road Bridge #82	2,100,000	300,000	200,000	1,600,000	0	0	0	0
Jericho Road Bridge #3	850,000	200,000	650,000	0	0	0	0	0
Macton Road Bridge #145	825,000	175,000	650,000	0	0	0	0	0
Robinson Mill Road Bridge #154	1,000,000	150,000	70,000	0	780,000	0	0	0
St. Clair Bridge Road Bridge #99	1,935,000	1,735,000	200,000	0	0	0	0	0
Watervale Road Bridge #63	3,330,000	3,180,000	150,000	0	0	0	0	0

**Outyear Projects:**

Boggs Road Bridge #66	735,000	0	0	0	0	175,000	20,000	540,000
Carea Road Bridge #126	510,000	0	0	0	160,000	20,000	0	330,000
Deep Run Road Bridge #152	190,000	0	0	0	0	180,000	10,000	0
Fawn Grove Road Bridge #132	750,000	0	0	200,000	50,000	0	500,000	0
Green Road Bridge #119	680,000	0	0	0	200,000	20,000	0	460,000
Johnson Mill Road Bridge #45	150,000	0	0	0	0	0	140,000	10,000
Moores Road Bridge #78	160,000	0	0	0	150,000	10,000	0	0
New Park Road Bridge #125	540,000	0	0	140,000	10,000	0	390,000	0
Phillips Mill Road Bridge #70	810,000	200,000	0	0	0	10,000	0	600,000
Pleasantville Road Bridge #67	785,000	0	0	0	0	785,000	0	0
Prospect Road Bridge #217	735,000	175,000	0	10,000	0	550,000	0	0
Scarboro Road Bridge #140	160,000	0	0	0	150,000	10,000	0	0
Snake Lane Bridge #31	660,000	175,000	0	485,000	0	0	0	0
Structural Evaluation	670,000	420,000	0	50,000	50,000	50,000	50,000	50,000
West Ring Factory Road Pedestrian Bridge	500,000	0	0	130,000	20,000	350,000	0	0

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM FY 2015	FY 2016	FY 2017	FY 2018
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HIGHWAYS FUND

BRIDGES

Open Projects:

Macton Road Bridge #144	600,000	600,000	0	0	0	0	0	0
North Avenue/Henderson Road Bridge #215	2,607,500	2,607,500	0	0	0	0	0	0
Perryman Access - Mitchell Lane	1,850,000	1,850,000	0	0	0	0	0	0
Ruffs Mill Road Bridge #190	1,780,000	1,780,000	0	0	0	0	0	0
Ryan Road Bridge #61	1,330,000	1,330,000	0	0	0	0	0	0
Southampton Road Bridge #47	5,590,000	5,590,000	0	0	0	0	0	0

Bridges Total by Project	44,657,500	24,397,500	3,710,000	4,605,000	4,845,000	2,900,000	1,960,000	2,240,000
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Paygo	21,034,577	10,260,577	1,984,000	2,155,000	1,660,000	1,875,000	1,310,000	1,790,000
Future Bonds	0	0	0	0	0	0	0	0
Prior Bonds	2,100,000	2,100,000	0	0	0	0	0	0
Reappropriated	493,945	493,945	0	0	0	0	0	0
State	800,000	800,000	0	0	0	0	0	0
Federal	19,481,478	10,205,478	1,676,000	2,290,000	3,185,000	1,025,000	650,000	450,000
Other	240,000	30,000	50,000	160,000	0	0	0	0
Developer	507,500	507,500	0	0	0	0	0	0

Bridges Total by Fund	44,657,500	24,397,500	3,710,000	4,605,000	4,845,000	2,900,000	1,960,000	2,240,000
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ROADWAYS

FY 13 Funded Projects:

MacPhail Road/Tollgate Road Roundabout	855,000	655,000	200,000	0	0	0	0	0
Moore's Mill Road	11,112,113	7,362,113	150,000	3,600,000	0	0	0	0
Road Reconstruction and Resurfacing 13	500,000	0	500,000	0	0	0	0	0
Wheel Road (Laurel Bush to Fairway)	7,400,000	7,100,000	150,000	150,000	0	0	0	0

Outyear Projects:

Abingdon Road (Box Hill S. Pkwy to I-95)	200,000	0	0	0	150,000	50,000	0	0
Bata Boulevard Access Road	600,000	0	0	150,000	0	450,000	0	0
Carrs Mill Road (MD 152-Grafton Shop Rd)	1,395,000	1,195,000	0	0	100,000	100,000	0	0
Earth Road Drainage	100,000	0	0	50,000	50,000	0	0	0
Edwards Lane Culvert	770,000	0	0	50,000	720,000	0	0	0
MacPhail Road (Brierhill Rd - Wheel Rd)	565,000	75,000	0	0	50,000	440,000	0	0
MD 152/Oakmont/Port Lane	1,225,000	550,000	0	675,000	0	0	0	0
Singer Rd. Improvements (Beaver Dam Rd-Winters Run)	650,000	50,000	0	50,000	0	550,000	0	0
Tollgate Road - Vale Road Corridor	1,184,678	609,678	0	0	425,000	0	150,000	0
Tollgate Road (W. Ring Factory Rd. to Plumtree Rd.)	5,743,439	3,143,439	0	300,000	2,300,000	0	0	0

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM				FY 2018
					FY 2015	FY 2016	FY 2017		

HIGHWAYS FUND

ROADWAYS

Open Projects:

Cape Knoll Road Acceptance	150,000	150,000	0	0	0	0	0	0	0
Cedar Lane (MD 136 - Cedarday)	2,250,000	2,250,000	0	0	0	0	0	0	0
Commerce Road	800,000	800,000	0	0	0	0	0	0	0
County Acceptance of Private Roads	610,000	610,000	0	0	0	0	0	0	0
MD 22 Corridor Study	300,000	300,000	0	0	0	0	0	0	0
Red Pump Road Roundabout	800,000	800,000	0	0	0	0	0	0	0
Road Reconstruction & Rehabilitation 09	4,325,000	4,325,000	0	0	0	0	0	0	0
Road Reconstruction & Rehabilitation 10	6,330,000	6,330,000	0	0	0	0	0	0	0
Road Reconstruction & Rehabilitation 11	1,600,000	1,600,000	0	0	0	0	0	0	0
Road Reconstruction and Rehabilitation 12	500,000	500,000	0	0	0	0	0	0	0
Robinhood Road/US 40 - Titan Terrace	3,604,045	3,604,045	0	0	0	0	0	0	0
Schucks Road Culvert Replacement	700,000	700,000	0	0	0	0	0	0	0
Schucks Road Improvements	600,000	600,000	0	0	0	0	0	0	0
Thomas Run Road Improvements	550,000	550,000	0	0	0	0	0	0	0
Trimble Road Corridor Study	1,239	1,239	0	0	0	0	0	0	0
Trimble Road/Fort Hoyle Road Roundabout	410,000	410,000	0	0	0	0	0	0	0
Vale Road	1,800,000	1,800,000	0	0	0	0	0	0	0
Village of Scot's Fancy Starmount Lane	750,000	750,000	0	0	0	0	0	0	0
Wheel Road/Laurel Bush Intersection Improvements	1,468,000	1,468,000	0	0	0	0	0	0	0
<b>Roadways Total by Project</b>	<b>59,848,514</b>	<b>48,288,514</b>	<b>1,000,000</b>	<b>5,025,000</b>	<b>3,795,000</b>	<b>1,590,000</b>	<b>150,000</b>		<b>0</b>
Paygo	35,573,030	24,213,030	800,000	5,025,000	3,795,000	1,590,000	150,000		0
Future Bonds	0	0	0	0	0	0	0		0
Prior Bonds	10,000,000	10,000,000	0	0	0	0	0		0
Reappropriated	3,954,045	3,954,045	0	0	0	0	0		0
State	3,072,577	3,072,577	0	0	0	0	0		0
Federal	4,420,862	4,420,862	0	0	0	0	0		0
Developer	568,000	368,000	200,000	0	0	0	0		0
Other	2,260,000	2,260,000	0	0	0	0	0		0
<b>Roadways Total by Fund</b>	<b>59,848,514</b>	<b>48,288,514</b>	<b>1,000,000</b>	<b>5,025,000</b>	<b>3,795,000</b>	<b>1,590,000</b>	<b>150,000</b>		<b>0</b>

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM FY 2015	FY 2016	FY 2017	FY 2018
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HIGHWAYS FUND

RESURFACING

**FY 13 Funded Projects:**

Resurfacing Roadways 13	5,640,000	0	5,640,000	0	0	0	0	0
<b><u>Open Projects:</u></b>								
Resurfacing Roadways 09	6,291,975	6,291,975	0	0	0	0	0	0
Resurfacing Roadways 10	7,706,147	7,706,147	0	0	0	0	0	0
Resurfacing Roadways 11	3,885,000	3,885,000	0	0	0	0	0	0
Resurfacing Roadways 12	4,983,945	4,983,945	0	0	0	0	0	0
Tar & Chip Conversion to Hot Mix	2,745,000	2,745,000	0	0	0	0	0	0
Tar & Chip Reclamation	850,000	850,000	0	0	0	0	0	0
<b>Resurfacing Total by Project</b>	<b>32,102,067</b>	<b>26,462,067</b>	<b>5,640,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Paygo	26,415,092	20,775,092	5,640,000	0	0	0	0	0
Federal	520,000	520,000	0	0	0	0	0	0
Developer	200,000	200,000	0	0	0	0	0	0
Reappropriated	4,966,975	4,966,975	0	0	0	0	0	0
<b>Resurfacing Total by Fund</b>	<b>32,102,067</b>	<b>26,462,067</b>	<b>5,640,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

OTHER

**FY 13 Funded Projects:**

700 MHz Wireless Radio System Equipment	1,600,000	0	1,600,000	0	0	0	0	0
Culvert Rehabilitation	3,800,000	3,500,000	300,000	0	0	0	0	0
Efficiency Capital Investment Project	100,000	0	100,000	0	0	0	0	0
Facilities Repair Program	1,482,000	832,000	250,000	0	200,000	0	200,000	0
Fleet Replacement	8,792,000	995,000	1,032,000	625,000	660,000	1,350,000	2,630,000	1,500,000
Fuel Dispensing System Upgrade	450,000	200,000	250,000	0	0	0	0	0
Guardrails	100,000	0	100,000	0	0	0	0	0
HMAN (Harford County Metro Area Network)	680,000	0	680,000	0	0	0	0	0
Intersection Improvements	2,027,444	1,727,444	300,000	0	0	0	0	0
New Roads and Storm Drains 13	1,275,000	0	1,275,000	0	0	0	0	0
Refresh Program	450,500	0	153,000	85,000	42,500	42,500	42,500	85,000
Safeguarding Business Operations	2,241,200	1,831,200	0	240,000	127,500	42,500	0	0
Sidewalks and Handicapped Ramps	500,000	250,000	250,000	0	0	0	0	0
Stormdrain Rehabilitation	1,216,231	1,066,231	150,000	0	0	0	0	0
Traffic Calming & Road Safety Improvements	350,000	200,000	150,000	0	0	0	0	0
<b><u>Outyear Projects:</u></b>								
Drainage Improvements	1,925,000	1,275,000	0	125,000	175,000	175,000	175,000	0
Equipment Sheds	200,000	0	0	0	100,000	100,000	0	0
Hickory II Improvements	4,323,503	823,503	0	250,000	250,000	0	3,000,000	0
Highways Maintenance Facility	5,250,000	0	0	250,000	0	5,000,000	0	0
Salt Dome	550,000	0	0	30,000	520,000	0	0	0
Traffic Signals	160,000	0	0	80,000	80,000	0	0	0
Whiteford Shop	200,000	0	0	200,000	0	0	0	0

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET	FY 2014	FIVE YEAR CAPITAL PROGRAM			
			YEAR FY 2013		FY 2015	FY 2016	FY 2017	FY 2018

HIGHWAYS FUND

OTHER

Open Projects:

Computer Equipment/Networks	1,399,022	1,399,022	0	0	0	0	0	0
Glen Elyn Culvert and Ponds Repair	392,500	392,500	0	0	0	0	0	0
Guardrails	300,000	300,000	0	0	0	0	0	0
Milestone Project	325,000	325,000	0	0	0	0	0	0
New Roads and Stormdrains 02	1,266,740	1,266,740	0	0	0	0	0	0
New Roads and Stormdrains 06	1,545,000	1,545,000	0	0	0	0	0	0
New Roads and Stormdrains 99	1,790,000	1,790,000	0	0	0	0	0	0
Primrose Place	146,000	146,000	0	0	0	0	0	0
Sidewalks	1,375,000	1,375,000	0	0	0	0	0	0
Traffic Calming	930,000	930,000	0	0	0	0	0	0
<b>Other Total by Project</b>	<b>47,142,140</b>	<b>22,169,640</b>	<b>6,590,000</b>	<b>1,885,000</b>	<b>2,155,000</b>	<b>6,710,000</b>	<b>6,047,500</b>	<b>1,585,000</b>
Paygo	40,227,988	14,989,353	6,856,135	1,885,000	2,155,000	6,710,000	6,047,500	1,585,000
Reappropriated	1,418,096	1,054,231	363,865	0	0	0	0	0
Federal	0	0	0	0	0	0	0	0
State	375,000	375,000	0	0	0	0	0	0
Developer	4,460,000	3,410,000	1,050,000	0	0	0	0	0
Other	498,500	498,500	0	0	0	0	0	0
Lease Purchase	162,556	1,842,556	(1,680,000)	0	0	0	0	0
<b>Other Total by Fund</b>	<b>47,142,140</b>	<b>22,169,640</b>	<b>6,590,000</b>	<b>1,885,000</b>	<b>2,155,000</b>	<b>6,710,000</b>	<b>6,047,500</b>	<b>1,585,000</b>

<b>TOTAL HIGHWAYS CAPITAL</b>	<b>183,750,221</b>	<b>121,317,721</b>	<b>16,940,000</b>	<b>11,515,000</b>	<b>10,795,000</b>	<b>11,200,000</b>	<b>8,157,500</b>	<b>3,825,000</b>
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HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET	FY 2014	FIVE YEAR CAPITAL PROGRAM			
			YEAR FY 2013		FY 2015	FY 2016	FY 2017	FY 2018

WATER & SEWER FUND

WATER PROJECTS

**FY 13 Funded Projects:**

700 MHz Wireless Radio System Equipment	649,000	103,000	546,000	0	0	0	0	0
Fleet Replacement	3,030,000	370,000	430,000	140,000	850,000	430,000	610,000	200,000
HMAN (Harford County Metro Area Network)	720,000	0	720,000	0	0	0	0	0
Refresh Program	477,000	0	162,000	90,000	45,000	45,000	45,000	90,000
Renewal & Replacement of Water Infrastructure	700,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Safeguarding Business Operations	2,383,400	1,918,400	0	285,000	135,000	45,000	0	0
Water & Sewer Rate Study	300,000	0	300,000	0	0	0	0	0
Water Meter Upgrade	1,620,000	0	540,000	540,000	540,000	0	0	0
Water Quality Improvements	600,000	300,000	300,000	0	0	0	0	0

**Outyear Projects:**

City of Baltimore Raw Water Supply	9,300,000	3,300,000	0	0	0	0	0	6,000,000
Havre de Grace Water Treatment Plant Upgrade	2,300,000	200,000	0	250,000	0	1,850,000	0	0
Hickory II Storage Tank and Main	500,000	0	0	0	0	0	0	500,000
Magnolia Booster Station	700,000	200,000	0	0	500,000	0	0	0
Preston Manor Booster Station Study	200,000	0	0	0	0	200,000	0	0
Route 7 Transmission Parallel Phase I	300,000	0	0	0	0	0	300,000	0
Route 7 Water Main Parallel	400,000	0	0	0	0	400,000	0	0
Route 24 Water Transmission	960,000	160,000	0	0	0	0	0	800,000
Swan Harbor Tank	4,000,000	600,000	0	3,400,000	0	0	0	0
Tank Painting	1,500,000	0	0	300,000	300,000	300,000	300,000	300,000
Trimble Road Tank and Main	250,000	0	0	0	0	0	250,000	0

**Open Projects:**

Abingdon Maintenance Storage Protection	200,000	200,000	0	0	0	0	0	0
Abingdon Road Water	8,300,000	8,300,000	0	0	0	0	0	0
Abingdon WTP Expansion	76,535,000	76,535,000	0	0	0	0	0	0
Chlorine Replacement Program	720,000	720,000	0	0	0	0	0	0
City of Baltimore - Deer Creek PS & Valve Improvement	3,700,000	3,700,000	0	0	0	0	0	0
Computer Equipment/Networks	1,032,973	1,032,973	0	0	0	0	0	0
Construction Unanticipated 07	200,000	200,000	0	0	0	0	0	0
Construction Unanticipated 09	100,000	100,000	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET	FY 2014	FIVE YEAR CAPITAL PROGRAM			
			YEAR FY 2013		FY 2015	FY 2016	FY 2017	FY 2018

WATER & SEWER FUND

WATER PROJECTS

Open Projects (cont.):

Information Asset Management	400,000	400,000	0	0	0	0	0	0
Milestone Project	500,000	500,000	0	0	0	0	0	0
Regional Water Supply R&A	500,000	500,000	0	0	0	0	0	0
Rt. 1 Hickory By-Pass Transmission	790,000	790,000	0	0	0	0	0	0
Site Acquisition	800,000	800,000	0	0	0	0	0	0
Tank Painting 10	365,000	365,000	0	0	0	0	0	0
Tank Painting 12	300,000	300,000	0	0	0	0	0	0
Tollgate Road Water	1,300,000	1,300,000	0	0	0	0	0	0
Water Construction Unanticipated	300,000	300,000	0	0	0	0	0	0
Water Zone Improvements	350,000	350,000	0	0	0	0	0	0
<b>Water Total by Project</b>	<b>127,282,373</b>	<b>103,644,373</b>	<b>3,098,000</b>	<b>5,105,000</b>	<b>2,470,000</b>	<b>3,370,000</b>	<b>1,605,000</b>	<b>7,990,000</b>
Paygo	15,963,184	4,815,184	4,858,000	1,455,000	1,970,000	1,120,000	1,055,000	690,000
Future Bonds	14,250,000	0	0	3,650,000	500,000	2,250,000	550,000	7,300,000
Prior Bonds	95,702,460	95,702,460	0	0	0	0	0	0
Reappropriated	1,184,717	1,184,717	0	0	0	0	0	0
State	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Federal	0	0	0	0	0	0	0	0
Developer	0	0	0	0	0	0	0	0
Lease Purchase	182,012	1,942,012	(1,760,000)	0	0	0	0	0
<b>Water Total by Fund</b>	<b>127,282,373</b>	<b>103,644,373</b>	<b>3,098,000</b>	<b>5,105,000</b>	<b>2,470,000</b>	<b>3,370,000</b>	<b>1,605,000</b>	<b>7,990,000</b>

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM				FY 2018
					FY 2015	FY 2016	FY 2017		

WATER & SEWER FUND

SEWER PROJECTS

**FY 13 Funded Projects:**

Bill Bass Pump Station - FM Replacement	7,700,384	0	700,384	0	0	5,000,000	2,000,000	0
Chlorine Replacement Program WWTP	3,110,000	175,000	485,000	0	0	450,000	0	2,000,000
Green Ridge Pump Station Replacement	1,500,000	200,000	1,300,000	0	0	0	0	0
Harford Estates Pump Station Abandonment	5,532,100	5,162,100	370,000	0	0	0	0	0
Harford WWTP Facility Improvements	885,000	0	885,000	0	0	0	0	0
Infiltration & Inflow	450,000	100,000	150,000	100,000	100,000	0	0	0
Oaklyn Manor/Joppa Area Sewer Relief	1,950,300	0	1,950,300	0	0	0	0	0
Renewal and Replacement Sewer Infrastructure	1,400,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Sod Run Facility Improvements	2,850,000	900,000	300,000	250,000	350,000	350,000	350,000	350,000

**Outyear Projects:**

Bush Creek Pump Station	30,700,000	27,400,000	0	3,300,000	0	0	0	0
Bynum Run Parallel 6 & 7	9,145,000	920,000	0	0	8,225,000	0	0	0
Edgewood Interceptor Sewer Parallel	8,275,000	300,000	0	325,000	0	0	7,650,000	0
Town Center Drive Pump Station Replacement	1,550,000	0	0	350,000	0	0	1,200,000	0
Upper Bynum Run Infiltration and Inflow	7,400,000	3,400,000	0	1,000,000	1,000,000	1,000,000	1,000,000	0

**Open Projects:**

Bel Air Infiltration and Inflow	500,000	500,000	0	0	0	0	0	0
Church Creek Pump Station Replacement	10,100,000	10,100,000	0	0	0	0	0	0
ENR at Joppatowne	5,500,000	5,500,000	0	0	0	0	0	0
ENR Refinement at Sod Run	57,500,000	57,500,000	0	0	0	0	0	0
Joppatowne Pump Station No. 47	4,050,000	4,050,000	0	0	0	0	0	0
Lower Bynum Run	9,640,000	9,640,000	0	0	0	0	0	0
Plumtree Collector Parallel Phase 2	100,000	100,000	0	0	0	0	0	0
Pump Station Improvements 07	125,000	125,000	0	0	0	0	0	0
Pump Station Improvements 10	100,000	100,000	0	0	0	0	0	0

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT TITLE	TOTAL COST	PRIOR APPROP	BUDGET YEAR FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM				
					FY 2015	FY 2016	FY 2017	FY 2018	

WATER & SEWER FUND

SEWER PROJECTS

Open Projects (cont.):

Riveria Drive Pump Station Replacement	750,000	750,000	0	0	0	0	0	0
Sod Run WWTP - Sludge Pad Cover	750,763	750,763	0	0	0	0	0	0
Utility Protection/Restoration	500,000	500,000	0	0	0	0	0	0
Winters Run Pump Station Outfall	1,760,000	1,760,000	0	0	0	0	0	0
<b>Sewer Total by Project</b>	<b>173,823,547</b>	<b>130,132,863</b>	<b>6,340,684</b>	<b>5,525,000</b>	<b>9,875,000</b>	<b>7,000,000</b>	<b>12,400,000</b>	<b>2,550,000</b>
Paygo	16,445,000	6,625,000	1,420,000	1,900,000	1,650,000	1,550,000	2,750,000	550,000
Future Bonds	31,500,000	0	2,550,000	3,625,000	8,225,000	5,450,000	9,650,000	2,000,000
Prior Bonds	67,037,042	67,037,042	0	0	0	0	0	0
Reappropriated	2,117,087	1,661,703	455,384	0	0	0	0	0
State	51,400,000	51,400,000	0	0	0	0	0	0
Federal	1,735,300	0	1,735,300	0	0	0	0	0
Other	100,000	100,000	0	0	0	0	0	0
Developer	3,489,118	3,309,118	180,000	0	0	0	0	0
<b>Sewer Total by Fund</b>	<b>173,823,547</b>	<b>130,132,863</b>	<b>6,340,684</b>	<b>5,525,000</b>	<b>9,875,000</b>	<b>7,000,000</b>	<b>12,400,000</b>	<b>2,550,000</b>

<b>TOTAL WATER &amp; SEWER CAPITAL</b>	<b>301,105,920</b>	<b>233,777,236</b>	<b>9,438,684</b>	<b>10,630,000</b>	<b>12,345,000</b>	<b>10,370,000</b>	<b>14,005,000</b>	<b>10,540,000</b>
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	TOTAL COST	PRIOR APPROP	BUDGET FY 2013	FY 2014	FIVE YEAR CAPITAL PROGRAM			
					FY 2015	FY 2016	FY 2017	FY 2018
<b>TOTAL APPROVED CAPITAL IMPROVEMENT PROGRAM</b>	<b>1,994,072,122</b>	<b>1,272,297,614</b>	<b>124,197,282</b>	<b>144,643,430</b>	<b>119,902,450</b>	<b>94,692,078</b>	<b>120,847,456</b>	<b>117,491,812</b>



*Swan Harbor Pier*

## HIGHLIGHTS OF GRANTS FUND

The Grants Fund was established to account for the receipt, appropriation, and expenditure of certain Federal, State, and private monies received in grant form in accordance with Harford County Charter Article V, Section 518(b), and appropriately executed agreements. Harford County actively pursues available intergovernmental financing to initiate or supplement funding of some of its programs, but it is County policy to review the long-term fiscal impact of all proposed grant programs to avoid dependence on outside funding sources which could negatively influence the welfare and safety of the community.

Article V, Section 518(b) of the Harford County Charter states, in part, “Revenues from grant allocations which were unanticipated in any current fiscal year may be appropriated by legislative act of the Council upon request of the County Executive. The appropriation shall be made to the proper grant account established by revenues. For this fiscal year, the Annual Budget Ordinance includes a budget item referred to as “Anticipated and Unanticipated Federal, State and Private Grant Funds” which will provide a block of money (\$35,000,000) to be drawn upon during Fiscal Year 2012-2013 to avoid the cost and time of special legislation on each occasion grant funds are received. The Council will be notified by memorandum that a certain grant has been received and the amount of money drawn from this budgeted account.

During Fiscal Year 2012-2013, Harford County plans to participate in over 76 individual grant programs as a direct recipient offered through either the Federal or State governments. Through these grant programs, financial and programmatic development assistance and support can be provided to designated private, nonprofit human services in Harford County. Staffing to implement these programs is provided for the duration of a particular grant, when appropriate.

# Harford County, Maryland

## FY13 Anticipated Grant Award Dollars

(July 1, 2012 to June 30, 2013)

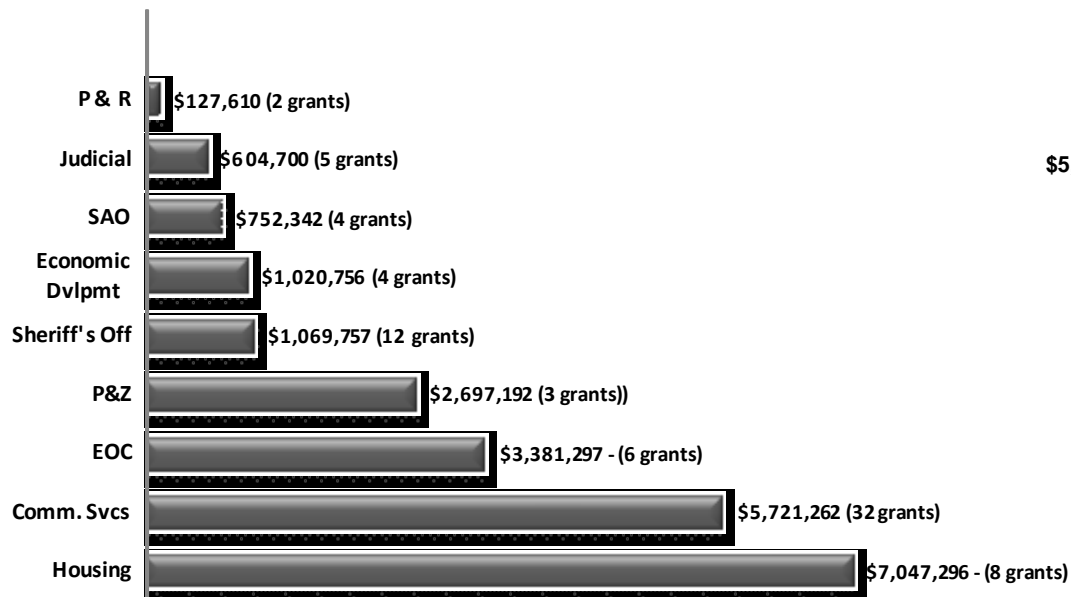
**\$22,422,212 \***

Total Number of Anticipated Grant Awards: **76**

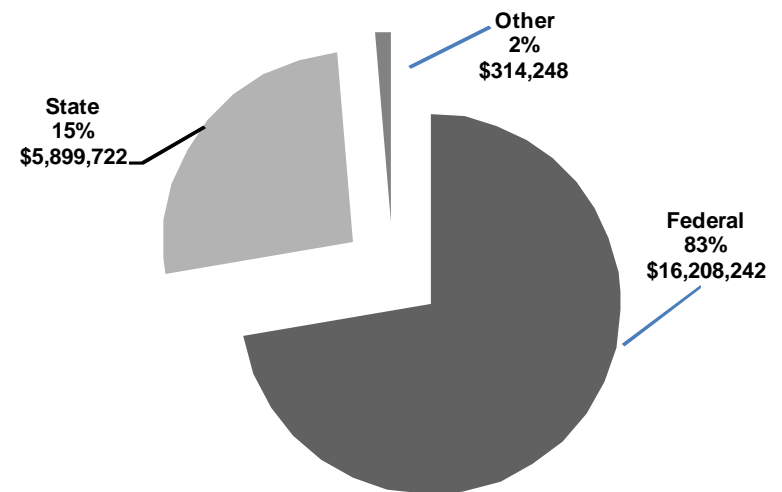
Federal	32
State	33
State/Other	7
Other	4

*Requested County Match* **\$2,553,845**

Anticipated Grant Dollars by Department \$22,422,212



Anticipated Grant Dollars by Funder \$22,422,212



**SELF INSURANCE FUND  
FISCAL YEAR 2013**

Purpose	Self-Insurance Fund Statement of Estimated Reserved Retained Earnings	
<p>The Self-Insurance Fund was established in 1982 as an Internal Service Fund. This fund accounts for budgeted monies from operating funds for a percentage of self-insurance contributions. The fund also receives reimbursement from other parties for claims paid. Excess insurance premiums, claims and other expenses are paid from this fund. An actuarial study was completed for June 2011 which covers the general liability, automotive liability, property damage, and workers' compensation exposures. As of June 1988, the State of Maryland Workers' Compensation Commission has required Harford County to maintain a reserve of \$750,000 for self-insured workers' compensation claims.</p>	Total Net Assets as of June 30, 2011	8,247,469
	Estimated Revenues from Agencies and Reimbursements 2,555,191 Interest Income 41,184 Insurance Recovery 300,000 <b>Total Estimated Revenues</b>	2,896,375
	Estimated Expenses for Claims, Excess Coverages, Claims Management and Other Expenditures (4,690,844) <b>Total Estimated Expenditures</b>	(4,690,844)
	Estimated Net Assets as of June 30, 2012	6,453,000
	<b>Fiscal Year 2012 - 2013</b>	
	<b>Estimated Revenues:</b> Revenues from Agencies and Reimbursements 4,678,424 Interest Income 25,000 Insurance Recovery 175,000 <b>Total Estimated Revenues</b>	4,878,424
	<b>Estimated Expenditures:</b> Claims and Expenditures (4,878,424) <b>Total Estimated Expenditures</b>	(4,878,424)
	Estimated Reserved Retained Earnings - June 30, 2013	6,453,000

**VOLUNTEER FIREMEN'S PENSION TRUST (LOSAP) FUND  
LOSAP - LENGTH OF SERVICE AWARD PROGRAM  
FISCAL YEAR 2013**

**Purpose**

The Volunteer Firemen's Length of Service Award Program (LOSAP) was established in 1975 to provide a pension plan for volunteer fire and ambulance personnel. As of September 30, 2010, this fund had an unfunded actuarial accrued liability of \$11,655,961. The most current actuarial report was completed as of September 30, 2010. As of June 30, 2011, the market value of investments in the Pension Fund was \$16,090,896. The County has earned 7.12% yield on the investments placed with an independent investment manager for the period November 30, 1994 through December 31, 2007. The County has hired an investment consultant and an investment manager to invest the pension funds for better investment return over the long period. This was done with the cooperation of the Pension Committee of the Association of the Volunteer Fire and Emergency Medical Services of Harford County, Inc. In February 2003, the pension plan retained an investment manager for fixed income funds and a separate investment manager for equity funds.

**Volunteer Firemen's Pension Trust (LOSAP) Fund  
Statement of Estimated Net Assets**

Net Assets Held In Trust for Pension Benefits - June 30, 2011	16,506,222
Estimated Revenues:	
County Contributions	2,026,627
Investment Income	<u>800,000</u>
Total Estimated Revenues	2,826,627
Estimated Expenses:	
Pension Payments	(1,330,000)
Actuarial & Investment Services	(70,000)
Death Benefits	<u>(50,000)</u>
Total Estimated Expenditures	<u>(1,450,000)</u>
Estimated Net Assets Held In Trust for Pension Benefits - June 30, 2012	<u>17,882,849</u>

**Fiscal Year 2012-2013**

Estimated Revenues:	
County Contributions	1,970,503
Investment Income	<u>800,000</u>
Total Estimated Revenues	2,770,503
Estimated Expenditures:	
Pension Payments	(1,500,000)
Actuarial & Investment Services	(160,000)
Death Benefits	(50,000)
Unfunded Liability	<u>(1,060,503)</u>
Total Estimated Expenditures	<u>(2,770,503)</u>
Estimated Net Assets Held In Trust for Pension Benefits - June 30, 2013	<u>17,882,849</u>

**SHERIFF'S OFFICE PENSION PLAN  
FISCAL YEAR 2013**

**Purpose**

The Sheriff's Office Pension Trust Fund was established in July 1997 to provide a pension plan for uniformed law enforcement and corrections personnel. This plan provides for a twenty-five (25) year retirement for its members. It is mandatory that all new eligible personnel hired after July 1, 1997 join this pension plan. Effective July 1, 2006, the uniformed law enforcement officers moved to the Maryland State Pension leaving only the correctional officers as members of this plan. An actuarial firm, investment consultant and investment manager have been retained to provide services to the Pension Trust Fund. The Trustees have formalized an investment policy and custody agreement for the investment of the Trust Fund assets. As of July 1, 2011, the fund had an unfunded actuarial accrued liability of \$15,664,336. As of June 30, 2011 the market value of the investments in the Pension Fund was \$36,329,725. The most current actuarial valuation was completed July 1, 2012. The County has earned a 6.49% yield on its investments placed with an independent investment manager since December 31, 1998.

**Sheriff's Office Pension Plan  
Statement of Estimated Net Assets**

Net Assets Held In Trust for Pension Benefits June 30, 2011	36,329,725
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Estimated Revenues:

Employee Contributions	503,000	
County Contributions	2,258,322	
Investment Income	800,000	
Total Estimated Revenues		3,561,322

Estimated Expenses:

Actuarial & Investment Services	(177,000)	
Medical & Legal Services	(5,000)	
Pension Payout	(2,133,000)	
Total Estimated Expenses		(2,315,000)

Estimated Net Assets Held In Trust for Pension Benefits June 30, 2012	37,576,047
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**Fiscal Year 2012-2013**

Estimated Revenues:

Investment Income	800,000	
Employee Contributions	470,000	
County Contributions	2,287,714	
Total Estimated Revenues		3,557,714

Estimated Expenditures:

Actuarial & Investment Services	(400,000)	
Medical & Legal Services	(5,000)	
Pension Payout	(2,500,000)	
Unfunded Liability Contribution	(652,714)	
Total Estimated Expenditures		(3,557,714)

Estimated Net Assets Held In Trust for Pension Benefits June 30, 2013	37,576,047
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**HARFORD COUNTY OTHER POST EMPLOYMENT BENEFIT PLAN  
FISCAL YEAR 2013**

**Purpose**

Harford County Other Post Employment Benefits Plan (OPEB) Trust Fund was established effective July 1, 2007. In June 2004 the Government Accounting Standards Board (GASB) released Statement 45 which revised the GAAP accounting standards for post employment benefits other than pensions (OPEB). This standard would most typically be applied to post-retirement medical and life insurance benefit that are both provided to Harford County retirees. Prior to this new standard, these benefits were accounted for on a pay as you go basis. The new standard requires these benefits be accounted for on an accrual basis. An actuarial firm has been retained to provide services to the OPEB Trust Fund. The Trustees have formalized an investment policy and custody agreement for the investment of the Trust Fund assets. The most current actuarial valuation was completed December 20, 2011 for period ending June 30, 2013.

**Other Post Employment Benefits Plan Trust Fund  
Statement of Estimated Net Assets**

Net Assets Held In Trust for OPEB	
June 30, 2011	40,350,893
Estimated Revenues:	
Investment Income	80,000
OPEB Retiree Payment	650,000
County Contributions	<u>13,948,000</u>
Total Estimated Revenues	14,678,000
Estimated Expenses:	
Financial/Audit	(140,000)
OPEB Benefits	<u>(3,224,521)</u>
Total Estimated Expenses	<u>(3,364,521)</u>
Estimated Net Assets Held In Trust for OPEB	
June 30, 2012	<u><u>51,664,372</u></u>

**Fiscal Year 2012-2013**

Estimated Revenues:	
Investment Income	1,000,000
OPEB Retiree Payment	786,500
County Contributions	<u>13,757,000</u>
Total Estimated Revenues	15,543,500
Estimated Expenditures:	
Life Insurance Payments	(60,000)
Health Insurance Payments	(5,920,000)
Financial/Audit	(250,000)
Unfunded Liability Contribution	<u>(9,313,500)</u>
Total Estimated Expenditures	<u>(15,543,500)</u>
Estimated Net Assets Held In Trust for OPEB	
June 30, 2013	<u><u>51,664,372</u></u>

## GLOSSARY

### **ACTIVITY**

A major component of work performed by a department, division, or agency that measures performance.

### **ACCRUAL BASIS**

A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

### **AD VALOREM TAX**

A tax based "according to the value" of the property. The tax is determined by multiplying the taxable value of the property by the tax rate (which is often expressed as an amount per \$100 of assessed value).

### **AGENCY**

A principal County department or office, or other governmental unit outside County organizational structure, receiving County funds. (Note: For descriptive purposes only, this term is used interchangeably with department, office, division, and bureau.)

### **AGRICULTURAL LAND PRESERVATION FUND**

Accounts for dedicated transfer tax revenues and provides for easement purchases of County agricultural land.

### **ANNUAL BUDGET AND APPROPRIATION ORDINANCE**

A bill, enacted by the County Council which gives legal effort to the annual County budget.

### **ANNUALIZE**

Taking changes that occurred mid-year and calculating their cost or savings for a full year, for the purpose of preparing an annual budget.

### **APPROPRIATION**

The legal authorization to spend a specific amount of money for a particular purpose.

### **ASSESSABLE BASE**

The total value of all real and personal property in the County as determined by the State Department of Assessment and Taxation, used as a basis for levying taxes. It is not the market value of the property. Tax-exempt property is excluded from the assessable base.

### **ASSESSED VALUATION**

A valuation set upon real estate or other property by the State as a basis for levying taxes. Assessed value is not the market value.

### **ASSESSMENT RATIO**

The ratio at which the tax rate is applied to the tax base.

### **ATTRITION**

A method of achieving a reduction in

personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

### **AUDIT**

An annual examination of all County financial documents, records, and reports along with a review of all accounting practices and procedures.

### **AUTHORIZED POSITIONS**

Employee positions, which are approved in the adopted budget, to be filled during the year.

### **BALANCED BUDGET**

Current appropriations in all funds are limited to the sum of available, unencumbered cash balances and revenues estimated to be received in the current budget period. The budget when adopted will be balanced in all funds throughout the year.

### **BOND REFINANCING**

The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

### **BONDS**

An interest bearing certificate of indebtedness sold by the County as a means of borrowing funds. The bond promises payment of the original investment plus interest by a date(s). A General Obligation bond is

## GLOSSARY

backed by full faith, credit, and taxing power of the government. Bonds involve long term indebtedness to pay for capital projects.

### **BOND RATING**

Bond ratings are based upon the County's financial condition and its ability to meet all future interest and principal payments.

### **BUDGET**

A comprehensive financial plan describing proposed expenditures and the means of financing those expenditures.

### **BUDGETARY BASIS**

This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

### **BUDGET MESSAGE**

The written budget explanation delivered by the County Executive to the County Council. This message must represent a complete financial plan reflecting all receipts and disbursements.

### **BUSINESS AND TRAVEL**

Encompasses the costs of operating the County-owned fleet and those associated with authorized travel. Professional activities, journals, and other published materials, educational expenses and training are also included in this character.

### **BRAC**

An acronym that stands for Base Realignment & Closure which is the process the Dept. of Defense uses to reorganize its federal installations for a more efficient & streamlined approach.

### **CAPITAL ASSETS**

Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

### **CAPITAL BUDGET**

A financial plan for appropriating monies necessary to fund the construction of permanent public improvements. Capital projects may extend beyond one fiscal year, and are financed by bonds, grants, contributions, Paygo funds or other approved long-term indebtedness.

### **CAPITAL IMPROVEMENTS**

Projects that are long-term assets such as roads, buildings, and landfills.

### **CAPITAL IMPROVEMENT PROGRAM**

A five-year projection of capital improvements that includes funding sources of the project. The first year of the program represents the current fiscal year capital budget.

### **CAPITAL OUTLAY**

Includes all expenditures for vehicles, equipment and facilities properly classified as fixed assets and having a useful life

of more than five years and/or a value of at least \$300. They may be additional or replacement items.

### **CAPITAL PROJECT**

Any acquisition of property of a permanent nature for public use and/or any physical improvement including any preliminary studies, surveys and initial equipment purchases.

### **CAPITAL PROJECT FUND**

Accounts for financial resources to be used for the acquisition or construction of major capital facilities of all major and non-major governmental funds.

### **CASH BASIS**

A basis of accounting in which transactions are recognized only when cash is increased or decreased.

### **CONSTANT YIELD TAX RATE**

A rate, which when applied to the current year's assessable base, exclusive of the estimated assessed value of property appearing on the tax roles for the first time (new construction), will produce tax revenue equal to that produced in the previous tax year. State law prohibits local taxing authorities from levying a tax rate in excess of the Constant Yield Tax Rate unless they advertise and hold public hearings on their intent to levy a higher rate.

## GLOSSARY

### CONTINGENCY RESERVES

Assets or other resources budgeted to provide for unforeseen expenses or emergencies that may arise during the fiscal year; determined to be required to protect; or preserve public life, health, or property. By Harford County Charter, contingency reserves may not exceed three percent of all funds.

### CONTRACTUAL SERVICES

Reflects those costs for all services provided by private businesses, organizations, or individuals, and includes rents and leases, telephone and utilities, advertising, professional services, and maintenance and service contracts. Also included are mandated unemployment insurance contributions and payments to the County's Self-Insurance Fund.

### COST-OF-LIVING ADJUSTMENT (COLA)

An increase in salaries to offset the adverse effect of inflation on compensation.

### COUNTY AUDITOR

An independently appointed certified public accountant, directly serving the County Council.

### COVERAGE RATIO

Net revenues available for debt service divided by total debt service required equals debt service coverage ratio.

### CURRENT OPERATING BUDGET

The County's comprehensive financial plan for a single fiscal year including expenditure requirements for all services and planned programs along with revenue estimates needed to support these stated levels of activity.

### DEBT SERVICE

Represents the periodic payments of principal and interest on bonded long and/or short-term indebtedness, and all costs associated with bond sales, issues, and the cost to service debt (i.e. legal and banking services and financial fees).

### DEDICATED TAX

A tax levied to support a specific government program or purpose.

### DEFICIT

The excess of an entity's liabilities over its assets or the excess of expenses over revenues during a single accounting period.

### DEPARTMENT

A principal County office or agency or other governmental unit outside the County organization structure, receiving County funds. (See also agency/office.)

### DEPRECIATION

The expiration of the functional life of a fixed asset over a specified period of time,

due to wear and tear, obsolescence or deterioration, and which is applicable only to the County's enterprise fund.

### DEVELOPMENT-RELATED FEES

Those fees and charges generated by building, development and growth in the community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

### DIRECTOR

Title given to a department's chief officer.

### DISBURSEMENT

The expenditure of monies from an account.

### DISTINGUISHED BUDGET

#### PRESENTATION AWARDS PROGRAM

A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

### DIVISION

An organizational unit within a department, responsible for accomplishing major programs and activities of the Department. Example: the Bureau of Highways within the Department of Public Works. (See also bureau, agency, and office.)

### EDU

An acronym that stands for Equivalent Dwelling

## GLOSSARY

Unit, which is the unit of measure by which the periodic User Charge for sewer services provided by the County is calculated.

### **EMERGENCY APPROPRIATION**

In accordance with Harford County Charter, County Council may, upon recommendation of the County Executive, make emergency appropriations from contingency reserves in the operating budget if it is determined that there exists a need to protect or preserve public life, health, or property. If no available unappropriated revenues exist to meet an emergency appropriation, County Council is authorized to issue renewable emergency notes payable no later than the last day of the next succeeding fiscal year.

### **EMPLOYEE (OR FRINGE) BENEFITS**

Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included is the government's share of costs for Social Security and the various pensions, medical, and life insurance plans.

### **ENCUMBRANCE**

An accounting commitment that reserves unappropriated funds for a future expenditure.

### **ENTERPRISE FUND**

A fund or group of funds established to provide and operate County services and

facilities such as utilities, in a business like nature with the intent of supporting these goods and services provided to the general public by user charges.

### **ENTITLEMENTS**

Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

### **EXPENDITURE**

To pay out or spend.

### **EXPENSE**

Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

### **FICA**

An acronym that stands for Federal Insurance Contributions Act, which is federal legislation in the United States that mandates employers withhold a set percentage of their employees' salary each pay period.

### **FEE**

A charge for service to the user or beneficiary of the service. According to State law, charges must be related to the cost of providing the service.

### **FIDUCIARY FUNDS**

Fiduciary funds are used to account for

resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statement because the resources of those funds are not available to support Harford County Government's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds. Information is presented separately for the pension trust funds within the supplementary information to the financial statements in a combining statement of fiduciary net assets and a combining statement of changes in fiduciary net assets.

### **FISCAL IMPACT STATEMENT**

The net financial effect of a change to a capital project or an agency's operating budget for the current fiscal year.

### **FISCAL POLICY**

The County Government's policies with respect to revenues, expenditures, and debt management as these relate to County services, programs, and capital investments. Fiscal policy provides a set of principles for the planning and programming of budgets, uses of revenues, and financial management.

### **FISCAL YEAR**

A 12-month time period to which the annual operating and capital budgets apply. The Harford County fiscal year begins July 1 and ends June 30.

## GLOSSARY

### **FIXED ASSETS**

Assets of long-term character which are intended to continue to be held or used. Examples of fixed assets include items such as land, buildings, or machinery.

### **FRINGE BENEFITS**

Contributions made by the County government to meet its commitments or obligations for Social Security, and the various retirement, medical and insurance plans for employees.

### **FULL FAITH AND CREDIT**

A pledge of a government's taxing power to repay debt obligation.

### **FULL-TIME EQUIVALENT POSITION (FTE)**

A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a person.

### **FUND**

A separate budget/accounting entity designated for specific revenues in accordance with special regulations, restrictions, or limitations.

### **FUND BALANCE**

Undesignated and unencumbered reserves in a fund; the amount by which resources exceed the obligations of the fund.

### **GAAP**

Generally Accepted Accounting Principle. Uniform minimum standards for financial

accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

### **GENERAL FUND**

The principal operating fund for Harford County Government, it encompasses all financial resources and activities, not required by law or County policy, to be maintained in another specific fund.

### **GENERAL OBLIGATION BONDS**

Also known as full faith and credit bonds, their quality and payment is based on the general credit and taxing power of the County. The County must take whatever actions are necessary to assure repayment. Typically such bonds are used to finance the capital portion of tax supported general public purpose governmental activities with schools, libraries, and public safety buildings being the most common uses of bond proceeds.

### **GOAL**

A long-range desirable aim attained by completion of defined objectives.

### **GOVERNMENTAL FUNDS**

Funds generally used to account for tax supported activities. Governmental funds include the General Fund, Highways

Operating fund, Grants fund, Agriculture

Land Preservation fund, Capital Project fund, and Parks & Recreation Fund.

### **GRANT**

A contribution from one governmental unit to another or from a government to a private organization to aid in the support of a specific purpose, activity, or facility.

### **GRANTS FUND**

A fund established to receive and disburse funds for programs provided by Federal and/or State governments. These programs may or may not require County matches, and may or may not coincide with the County's fiscal year.

### **HIGHWAYS FUND**

A fund established to account for dedicated revenues that are legally restricted to the maintenance, care, and repair of roads and bridges located outside the boundaries of the three incorporated municipalities in Harford County. Traffic safety and County related transportation expenses.

### **IMPACT FEE**

One-time charges assessed against new development that attempts to recover from the developer the capital cost of the additional public facilities needed to serve that development.

## GLOSSARY

### **INDIRECT COST**

A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

### **INFRASTRUCTURE**

Public domain fixed assets such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, lighting systems, and similar assets that are immovable and of value only to the government unit.

### **INTER-FUND REIMBURSEMENT**

Funds transferred from one account of a County governmental department or agency to another account of a County governmental department or agency as payment for goods or services received or rendered.

### **INTER-GOVERNMENTAL REVENUE**

Funds received from other governmental units in the form of grants or shared revenues.

### **INTERNAL SERVICE FUNDS**

An accounting device used to accumulate and allocate costs internally among Harford County Government's various functions. Harford County Government uses an internal service fund to account for risk management. Because this service predominantly benefits governmental rather

than business-type functions, it has been included within governmental activities in the government-wide financial statements.

### **LANDFILL AIRSPACE**

The volume (cubic yards) available for disposal of solid waste at a landfill obtained by multiplying the total landfill area (square yards) by the average height of solid waste (yards).

### **LEASE FINANCE**

Arrangements to secure short-term funding for certain renovation and repair projects and equipment purchases.

### **LEASE PURCHASE AGREEMENT**

A contractual agreement termed "lease" but is actually a purchase contract.

### **LEVY**

To impose taxes for the support of government activities.

### **LICENSES AND PERMITS**

County issued authorizations regulating various kinds of business and business activities, or certain activities by individuals.

### **LONG-TERM DEBT**

Debt with a maturity of more than one year after the date of issuance.

### **MAINTENANCE OF EFFORT**

A State requirement that, in order to receive increases in public school education aid, local governments must provide funds for the next fiscal year, at a minimum, at the same per pupil level as the current fiscal year. To receive additional State Community College aid, the County must at a minimum, provide the same overall dollar contribution level as the previous year.

### **MISCELLANEOUS**

Reflects those costs not readily classifiable under other objects of expenditure but remaining integral operating costs of County Government. Grants and contributions, inter-fund reimbursements, financing of Pay-As-You-Go (Paygo) capital improvement projects, and expenditures of a confidential nature are included under this category.

### **MISSION**

The desirable end result of any activity. Missions are generally broad and long range in nature compared to goals which are more specific and immediate.

### **MODIFIED ACCRUAL BASIS**

The basis of accounting under which expenditures are recorded when the services or goods are received and the liabilities are incurred, and revenues are

## GLOSSARY

recorded when available. Accounting records for the County's general funds and expendable trust and agency funds are maintained on a modified accrual basis.

### **NONDEPARTMENTAL ACCOUNT**

Expenditure items essential to County Government operation not falling within the functional assignment of any department or agency or which provide for expenditures related to more than one department or agency.

### **OBJECT OF EXPENDITURE**

A classification of expenditures indicating goods and services. Examples include personal services or supplies and materials.

### **OBJECTIVE**

A well-defined measurable task or function to be accomplished in a specific time frame.

### **OBLIGATIONS**

Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

### **OFFICE**

An organizational unit within a department, responsible for accomplishing major pro-

grams and activities of the department. Example: an example is the Office on Aging within the Department of Community Services.

### **OPERATING BUDGET**

A comprehensive financial plan outlining expenditure requirements needed to support County services and activities in the coming fiscal year and the available resources needed to fund these requirements.

### **OPERATING EXPENSE**

Those costs necessary to maintain and support the operation of an organization, excluding salaries, wages, benefits, and capital outlay. Examples: office supplies and utilities.

### **OPERATING REVENUES**

Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

### **ORGANIZATION**

A general term applied to any governmental unit receiving County funds. (See also agency, bureau, department, division, and office.)

### **PARKS AND RECREATION FUND**

Is a non-major fund which accounts for the receipts and expenditures of the self-supporting activities of the Emmorton Recreation and Tennis Center, Recreation Councils and/or the Oakington Peninsula.

### **PAY-AS-YOU-GO (PAYGO)**

A fiscal policy by which capital projects are funded with operating budget revenues rather than long-term or bonded indebtedness.

### **PENSION TRUST FUNDS**

Accounting entities for assets held by the County from which retirement annuities and other benefits are paid to former employees.

### **PERFORMANCE INDICATOR**

A unit measurement of work to be accomplished, which alone or in combination with other data, permits assessment of efficiency and effectiveness.

### **PERFORMANCE MEASURES**

Data collected to determine how effective or efficient a program is in achieving its objectives.

### **PERSONAL PROPERTY TAXES**

Taxes levied on tangible personal property and commercial and manufacturing inventory of businesses.

## GLOSSARY

### PERSONAL SERVICES

Reflects all expenditures relating to County employee compensation for services rendered including salaries and wages, retirement and benefits.

### PRIOR-YEAR ENCUMBRANCES

Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

### PROGRAM

A primary function of an organization, encompassing all related activities aimed at achieving an established objective, whether long or short term. Example: the Office of Drug Control Policy within the Department of Community Services.

### PROGRAM OPEN SPACE

These funds are to support recreation opportunities and come from the State of Maryland through the collection of State Transfer Tax on real property.

### PROPERTY TAX

An assessment placed on real estate including land and permanent improvements

and personal property.

### PROPERTY TAX DIFFERENTIAL

In addition to Countywide Property Taxes, the Harford County Code, Chapter 123, Article I, Section 16 requires the County Council to levy an additional tax on property outside the city and incorporated towns, that when combined with all other Highway revenues, is sufficient to fund maintenance, care, repair and construction of roads and bridges outside of the incorporated towns; all expenses of the County Department of Public Works concerning county highways; all expenses of the county and/or Sheriff's Office regarding traffic patrol and highways safety; County-related transportation expenses.

### PROPRIETARY FUNDS

Harford County Government maintains two different types of proprietary funds. Information is presented separately in the proprietary funds balance sheet and in the proprietary statement of revenues, expenditures, and changes in fund net assets, and the proprietary statement of cash flows for each.

### PURPOSE

A broad statement of the goals, in terms of meeting public health service needs, that a department is organized to meet.

### REAL PROPERTY

Real estate, including land and improvements (buildings, fences, pavements, etc.), classified for purposes of assessments.

### REAPPROPRIATED

These funds are reallocated from one project to another.

### RECORDATION TAX

A tax imposed on every instrument of writing recorded or offered for record with the Clerk of the Circuit Court (liens, deeds, mortgages, etc.). They are assessed at the rate of \$6.60 per \$1,000 value of recorded instruments filed with the Clerk of the Circuit Court for Harford County. Of this assessed amount, \$4.40 is dedicated for school debt service first, then new construction, major and capital improvements to existing school facilities and portable classrooms; \$1.10 is dedicated to an open space land and recreational fund for the purchase of park lands and development of parks and recreation facilities; and a \$1.10 is dedicated for water and sewer debt service.

### RETENTION LEVEL

The dollar claim amount or exposure that the County is liable for before excess insurance coverage begins exposure. (i.e. County has \$500,000 retention level of liability coverage, excess coverage above).

## **GLOSSARY**

### **RESERVE**

Any account established for a particular exclusive purpose, and therefore not available for further appropriation or expenditure.

### **RESOLUTION**

A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

### **RETAINED EARNINGS**

An equity account reflecting the accumulated earning of an enterprise or internal service fund.

### **REVENUE**

All funds collected to support County Government programs and services including taxes, user fees and charges, fines, shared revenues and interest income.

### **REVENUE BOND**

This type of bond is backed only by the revenues from a specific enterprise or project, such as Agricultural Preservation or Water and Sewer.

### **REVENUE SHARING**

Various programs sponsored by the Federal government and the State government to allocate revenues to local governments.

### **RISK MANAGEMENT**

A process used by an organization to identify and measure the risks of accidental loss; to develop and implement techniques for handling risk; and to monitor results.

Techniques may include self-insurance, commercial insurance and loss control activities.

### **SELF-INSURANCE**

A planned approach to funding liability, property, worker's compensation, unemployment, and life and health insurance needs through financial resources other than commercial insurance plans.

### **SOLID WASTE SERVICES**

Includes revenues derived from, and expenses incurred for, the County's management of solid waste.

### **SPECIAL REVENUE FUNDS**

Two additional funds were established by Harford County on July 1, 2001 in response to the Government Accounting Standards Board (GASB) Statement No. 34, which requires certain accounts that the County had previously treated as Trust & Agency funds, be included in the operating budget as Special Revenue Funds. Both the State and the County Agricultural Preservation Funds are used to purchase easement rights on agricultural land. Revenue from the State fund is derived from: a portion of the State of Maryland's Property Transfer Tax, a State Agricultural Land Transfer Tax and County matching funds.

### **SUPPLEMENTARY APPROPRIATION**

In accordance with the Harford County Charter, upon the request of the County Executive, County Council is authorized to make additional or supplementary appropriations from unexpended and unencumbered contingency reserves set aside in the operating budget; or from revenues not anticipated when the budget was adopted. Under no circumstances can any supplemental appropriation exceed the amount authorized.

## **GLOSSARY**

### **SUPPLIES AND MATERIAL**

Covers consumable supplies and materials necessary for normal operations including printing and office supplies, postage, janitorial supplies, and safety equipment.

### **TAX**

Compulsory charges levied by a government for financing services performed for the common benefit of the people. This term does not include specific charges made against particular person or property for current or permanent benefit, such as assessments.

### **TAX LEVY**

The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

### **TRAFFIC CALMING**

A program wherein the community and the Department of Public Works work together to slow the pace of residential traffic through subdivision roads. The Traffic Calming program is directed at communities with high traffic volumes, high speeds, small lot sizes fronting the subject road, and through traffic.

### **TRANSFER TAX**

A 1% Transfer Tax on any instrument of writing that convey title to, or a leasehold interest in, real property. The proceeds are distributed 50% to the County's Agricultural Land Preservation Program, and 50% to fund school site acquisition, school construction or school debt service.

### **TRANSFERS IN/OUT**

Amounts transferred from one fund to another assist in financing the services for the recipient fund.

### **TRUST FUND**

A special fund, administered by the County as trustee, consisting of resources to be expended or invested under the terms and conditions of the trust.

### **UNAPPROPRIATED FUND BALANCE**

An available balance here is the cumulative result of actual revenues exceeding expenditures for the current and prior fiscal years. This represents that balance available that is unappropriated or not designated for future year's expenditures.

### **UNRESERVED FUND BALANCE**

The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

### **UNRESTRICTED NET ASSETS**

Surplus funds from prior years used to finance current year operations.

### **USER CHARGES**

Fees levied to support specific programs and services and paid only by those directly receiving or benefiting from such programs and services as opposed to the general population.

### **VISION**

An ideal perception of the future and serves as a foundation for strategic planning.

### **WATER AND SEWER FUND**

Established in accordance with Section 522 of the County Charter which requires "Separate budget for each utility to be included in the current expense and capital budget." The fund covers the operations of the County's water and sewer systems. The system is financed primarily through charges to customers for services provided.

### **WATER AND SEWER DEBT SERVICE FUND**

Includes the payment of principal and interest on long-term water and sewer bonds and loans. The debt incurred funds Water and Sewer capital projects. User fees and surtaxes generate the revenue for this fund.

## GLOSSARY

### ACRONYMS:

**ADA**

American Disabilities Act

**APF**

Adequate Public Facilities

**APG**

Aberdeen Proving Ground

**ARC**

Association for Retarded Citizens

**BAN**

Bond Anticipation Note

**BNR**

Biological Nitrogen Removal

**BOCA**

Building Officials Code Administration

**BOSE**

Bureau of Support Enforcement

**BOE**

Board of Education

**BMR**

Budget & Management Research

**BRAC**

Base Realignment and Closure Act

**CAD**

Computer Aided Dispatch

**CDBG**

Community Development Block Grant

**CIP**

Capital Improvements Program

**COLA**

Cost of Living Adjustment

**COMAR**

Code of Maryland Annotated Regulations

**CPR**

Cardio Pulmonary Resuscitation

**CSEPP**

Chemical Stockpile Emergency Preparedness Program

**DBED**

Department of Business and Economic Development

**DEED**

Department of Economic and Employment Development

**DILP**

Department of Inspections, Licenses, Permits

**DNR**

Department of Natural Resources

**ECHO**

Ecumenical Community of Harford County

**EDU**

Equivalent Dwelling Unit

**EIS**

Emergency Information System

**EMS**

Emergency Medical Service

**ENR**

Enhanced Nitrogen Removal

**EPA**

Environmental Protection Agency

**FAMIS**

Financial Accounting Management Information System

**FICA**

Federal Insurance Contributions Act

**FTE**

Full-Time Equivalent

**FY**

Fiscal Year

**GAAP**

Generally Accepted Accounting Principles

**GASB**

Governmental Accounting Standards Board

## GLOSSARY

**GBC**

Greater Baltimore Committee

**GFOA**

Government Finance Officers Association

**GIS**

Geographic Information System

**G.O. BONDS**

General Obligation Bonds

**HAZMAT**

Hazardous Materials

**HEAT CENTER**

Higher Education Applied Technology Center

**HCN**

Harford Cable Network

**HICS**

Harford Interfaith Community Service

**HWDC**

Harford Waste Disposal Center

**ISA**

Information System Administration

**LAN**

Local Area Network

**LEPC**

Local Emergency Planning Committee

**LF**

Linear Feet

**MACO**

Maryland Association of Counties

**MARC**

Maryland Rail Commuter

**MTA**

Mass Transit Authority

**MVA**

Motor Vehicle Association

**MOSHA**

Maryland Occupational Safety Hazard Association

**MRIS**

Metropolitan Regional Information Systems

**NACO**

National Association of Counties

**NAWAS**

National Warning System

**NMWDA**

Northeast Maryland Waste Disposal Authority

**NPDES**

National Pollutant Discharge Elimination System

**OSHA**

Occupational Safety Hazard Association

**PAYGO**

"Pay As You Go" Financing

**POS**

Program Open Space

**SARA**

Superfund Amendment Reauthorization Act

**SRPIC (PIC)**

Susquehanna Region Private Industry Council

**SSTAP**

Statewide Special Transportation Assistance Program

## **GLOSSARY**

### **STOP**

Safety Training Observation Program

### **VFC**

Volunteer Fire Companies

### **W&S**

Water and Sewer

### **WTE**

Waste-to-Energy

### **WTP**

Water Treatment Plant

### **WWTP**

Wastewater Treatment Plant



***Susquehanna River***

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